

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
NOVEMBER 2025 MEETING

1:30–3:00 p.m. EST
Friday
November 14, 2025

East Tennessee Room
D.P. Culp Student Center
412 J.L. Seehorn Road
Johnson City, TN

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call
- III. Public Comments pursuant to [Appearances Before the Board of Trustees Policy](#)
- IV. [Approval of Minutes from September 12, 2025](#)
- V. Report from the Academic, Research, and Student Success Committee (5 minutes)
- VI. Report from the Finance and Administration Committee (5 minutes)
- VII. Report from the Audit Committee (5 minutes)
- VIII. [Consent Agenda \(5 minutes\)](#)
 - A. [Minutes from September 12, 2025, Academic, Research, and Student Success Committee](#)
 - B. [Minutes from September 12, 2025, Finance and Administration Committee](#)
 - C. [Minutes from September 12, 2025, Audit Committee](#)
 - D. [Approval of the Letter of Notification \(LON\) Regarding the Establishment of a Master of Science in Environment, Health, and Disaster Science](#)
 - E. [Approval of FY26 October Revised Budgets](#)
 - F. [Revisions to FY26 Audit Plan](#)
- IX. [Update on ETSU Strategic Agenda – Hoff/Noland \(10 minutes\)](#)
- X. [Housing and Residence Life Master Plan Update – Ross/Swearingen \(15 minutes\)](#)
- XI. [BucHouse Student Agency Overview – Pittarese/Richards \(15 minutes\)](#)
- XII. President’s Report – *Noland* (15 minutes)
- XIII. Other Business
- XIV. Executive Session

A. Discussion of matters deemed permissible under Tennessee State Law (if necessary)

XV. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 14, 2025

ITEM: Approval of the Minutes from September 12, 2025

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the September 12, 2025, meeting of the Board of Trustees are included in the meeting materials.

MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.

RESOLVED: The reading of the minutes of the September 12, 2025, meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

MINUTES

September 12, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees met on Friday, September 12, 2025, at 1:15 p.m. in the East Tennessee Room of the D.P. Culp Student Center. The meeting was also live-streamed and recorded.

I. Call to Order

Chair Melissa Steagall-Jones called the meeting to order at 1:15 p.m. She began by highlighting some of the university's recent successes and achievements. Among them:

- ETSU welcomed the largest incoming first-year class in its history this semester, with more than 2,200 new students.
- Overall enrollment is up for the fall semester by more than 300 students.
- ETSU is experiencing record on-campus residency with more than 3,300 students now living in our residence halls.

Chair Steagall-Jones commended the university's staff, faculty, and students for their work in making these historic records possible. Chair Steagall-Jones congratulated Trustee Janet Ayers, recipient of the 2025 Dolly Parton Excellence in Leadership Award from Leadership Tennessee, for her work in opening doors for tens of thousands of rural Tennessee students to pursue higher education.

Chair Steagall-Jones then welcomed new members of the ETSU Board of Trustees: Jon Lundberg, Grant Summers, and Wade Farmer. She also congratulated Tony Treadway and Dorothy Grisham for being reappointed to the Board and welcomed new Student Trustee Aashi Vora.

II. Roll Call

Board Secretary Dr. Adam Green led the roll call.

Trustees physically present were:

Chair Melissa Steagall-Jones
Trustee Janet Ayers
Trustee Steve DeCarlo
Trustee Wade Farmer

Trustee Dr. Steph Frye-Clark
Trustee Dorothy Grisham
Trustee Jon Lundberg
Trustee Ron Ramsey
Trustee Grant Summers
Trustee Tony Treadway
Trustee Aashi Vora

Dr. Green informed the Board chair that a quorum was present.

III. Public Comments

No individuals were signed up to speak to the board during the public comment period.

IV. Approval of Minutes from May 23, 2025

The minutes from the May 23, 2025, meeting of the Board of Trustees were approved as submitted, with Trustee Dorothy Grisham making the motion to approve and Trustee Janet Ayers seconding the motion. The motion passed unanimously.

V. Report from the Academic, Research, and Student Success Committee

Trustee Janet Ayers reported that her committee took action on two items and heard four information items. The committee approved promotion and tenure upon appointment for Dr. Cristina Barroso. The committee also approved the Mission Profile for ETSU, with no changes from the previous version.

As an information item, Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle summarized academic notifications that took place from January 1, 2025, through July 31, 2025. Chair Ayers told the board that the committee heard a presentation by Dr. Bill Block, Vice President for Clinical Affairs and Dean of the Quillen College of Medicine. Dr. Block highlighted recent achievements by the college. Dr. Block also reported to the committee that Quillen exceeds \$3.2 million per year in uncompensated health care. Dr. Block announced to the committee that Quillen's entering class size will grow from 78 to 100 in the summer of 2026.

Chair Ayers reported that her committee heard an informational presentation on the work of the Center for Community Outreach and its impact on the state and region. Ms. Amy Edwards, the center's current Executive Director, summarized for the committee the various grants and contracts that the center administers and its statewide impact.

The final information item to come before the committee was an update on the university's new strategic enrollment management plan covering the period 2025 to 2030 presented by Dr. Joe Sherlin, Senior Vice President for Student Life and Enrollment, and Dr. Heather Levesque, Associate Vice President and Executive Director of Admissions,

Student Life, and Enrollment. The plan includes goals and strategies for first-year enrollment, transfer enrollment, undergraduate adult enrollment, and student success. The plan articulates a goal of reaching overall enrollment of 15,500 students by the year 2030.

VI. Report from the Finance and Administration Committee

Trustee Steve DeCarlo told the Board that his committee meeting consisted of information items only, with no action taken. The committee received a report from Dr. Karen King, Chief Information Officer, on the Voyager project, which went live with Oracle on July 1. The conversion was successful, and the defects that are being resolved are manageable. The Committee also heard a presentation by Ms. Christy Graham, Chief Financial Officer, on the unaudited year-end financial statements. The committee then received a report on agreements over \$250,000, including seven contracts and one RFQ that is in process.

VII. Report from the Audit Committee

Committee Chair Ron Ramsey reported that the committee approved two action items, which are on the consent agenda: the audit plan for FY26 and the Internal Audit employee profiles. The committee heard a report on audits and investigations performed from May through August 2025. An audit heat map was also reviewed. The committee then heard a report on the recommendation log status as of August 31, 2025, a report on audit functions for FY25, and a report on operating expenses for the Office of Internal Audit.

VIII. Consent Agenda

Chair Steagall-Jones then called the Board's attention to the Consent Agenda that included several routine items as well as items acted upon during the morning's committee meetings. Chair Steagall-Jones asked if there were any items on the Consent Agenda that need to be pulled for discussion and consideration by the full board. There were none. Trustee Jon Lundberg moved that the Consent Agenda be approved, and Trustee Tony Treadway seconded the motion. It passed unanimously.

IX. Enrollment Update

Dr. Joe Sherlin, Senior Vice President for Student Life and Enrollment, reported to the Board that fall 2025 enrollment on the main campus has increased by 405 students, or just under 3 percent, compared to the fall of 2024. Dr. Sherlin said ETSU has been steadily rebuilding its undergraduate base. Over the last five fall semesters, 944 undergraduate students have been added. At the graduate level, ETSU experienced a slight decline for fall 2025, due largely to challenges in international enrollment and a reduction in positions funded by external grants. First-time freshmen increased in the fall

of 2025 by 7 percent, to 2,141, and the academic quality of the entering class has remained strong.

Dr. Sherlin told the Board that ETSU has now enrolled the three largest consecutive freshman classes in its history. The 2025 freshman class is our largest, with 2,284 students. Dr. Sherlin said significant growth has taken place in the number of out-of-state students enrolled, particularly from North Carolina, South Carolina, and Virginia, and in the number of students from metropolitan areas of Tennessee—Knoxville, Chattanooga, and Nashville. ETSU now enrolls students from all 50 states and over 60 countries.

Dr. Sherlin indicated that the number of students living on campus has grown by 90 percent since 2020 and that residence halls are at full capacity. He reviewed short-term strategies to address the demand: converting Yoakley back to a residence hall and forming partnerships with off-campus housing providers. Looking toward the long term, Dr. Sherlin said a plan to construct a new residence hall will come before the Board of Trustees this academic year.

Dr. Sherlin reported that ETSU's retention rate has risen since the pandemic, with the current rate of 76 percent being the second highest achieved in the past decade. Our goal is 85 percent. In addition, ETSU's six-year graduation rate has increased by 14 percent over the last eight years, placing us in the top quartile of growth for regional public universities nationwide.

Dr. Sherlin then reviewed success initiatives that are underway. The Mary V. Jordan Center opened this fall. This student success center will be staffed by a team of student success specialists focused on providing ongoing support to low-income and first-generation students. Next fall, the university's one stop shop, Buc Central, will open on the second floor of the Culp Center, to provide integrated support for financial aid, fee payment, and registration. Further, high-impact success practices are being incorporated into the university's general education courses.

In assessing the reasons for these successes, Dr. Sherlin pointed to investments in education made by the state of Tennessee and the fact that the state has had the foresight to trust these investments to local governance. The ETSU Board of Trustees, he said, has supported, collaborated with, and challenged ETSU's institutional leaders to be fully accountable to our mission.

Chair Steagall-Jones added her appreciation to Dr. Sherlin and his staff, whose work is critical to the success of the university.

X. Strategic Agenda Update and KPIs

Dr. Michael Hoff, Vice Provost for Decision Support and University Chief Planning Officer, reviewed for the Board the university's strategic framework and the pillars that support it. In looking at Enrollment and Graduation Rates, he pointed out that the four-

year graduation rate in 2025 is what the six-year graduation rate was in 2017, meaning that our students are graduating faster.

In the area of Access, Dr. Hoff reported that freshman applications for 2025 totaled 10,993, toward a 2030 goal of 12,000. Enrollment stands at 14,387, toward a 2030 goal of 15,500. In Student Success, Dr. Hoff noted that retention rate is now 75.5 percent, toward a 2030 goal of 85 percent, and that our graduation rate is 55.3 percent, toward a 2030 goal of 60 percent.

Under Institutional Impact, Dr. Hoff highlighted the fact that research and sponsored program activity now tops \$71 million, toward a 2030 goal of \$75 million. He called the board's attention to the university's research expenditures, which top \$50 million, pointing out that the reason for the increase in research and sponsored programs is the fact that ETSU is investing in these endeavors. ETSU Health patient visits, attendance at athletic events, and attendance at the Martin Center, Dr. Hoff added, are strong.

Under Operational Environment, Dr. Hoff highlighted the "Great Colleges to Work For" designation earned last year and added that ETSU should be poised to earn it again this year. Voluntary staff turnover has declined to 8.9 percent; and the university's Composite Financial Index is 4.58.

Dr. Hoff shared a table showing enrollment projections from 2014 through 2026, explaining that these numbers are vital in establishing ETSU's annual operating budgets. Dr. Hoff presented to the Board a list of activities that are part of our strategic agenda, noting that we have already accomplished most of the items for years one through five and quite a few of the expectations for years five through ten.

In discussing the table showing ETSU Prioritized Opportunities, Dr. Hoff said the important takeaway is that the institution is excelling at most all of the things the Board of Trustees has asked us to do and, at the same time, is excelling at most of the community's expectations.

Dr. Hoff presented the ETSU Planning Timeline, beginning with the year 2012, when the Committee for 125, Chapter 1, was created. In 2016, ETSU developed a strategic plan based on that document, and the next year, the Board of Trustees was established. The year 2021 saw the publication of the Committee for 125, Chapter 2, document. The next year, the board approved ETSU's strategic vision, extending to the year 2036. A new master plan was created in 2024. In 2025, the Tennessee Higher Education Commission's new planning process began. This year also saw the development of ETSU's Strategic Enrollment Management Plan. Dr. Hoff added that the Board of Trustees was expanded to 12 members this year. In November, he said, the university will present to the Board an update to the 2036 strategic agenda.

XI. President's Report

Dr. Noland presented to the Board an overview of Access and Success, Strategic Initiatives, the work being done at ETSU within the context of the American higher education landscape, and work being done in Community Stewardship and Campus Engagement. He began by reviewing the original mission of East Tennessee State Normal School, as articulated by founding President Sidney G. Gilbreath: to improve the quality of life for the people of the region and beyond. Dr. Noland told the board that this mission has never changed.

After reviewing ETSU's strategic planning pillars, President Noland provided a statewide picture of higher education, especially for the benefit of the new members of the board. Except for the downturn associated with COVID-19, statewide higher education enrollment in Tennessee has remained relatively flat at a total of just over 222,000 students. Dr. Noland pointed out, however, that the distribution of that enrollment across institutions is not stagnant, with some institutions growing and some contracting. He added that the composition of that enrollment is also variable. At ETSU, for example, 60 percent of students receive Pell Grants; female students now make up 60 percent of the student body at ETSU; and, out-of-state student enrollment is now 22.1 percent, which is higher than most institutions in the state, primarily because of our location; and 80 percent of ETSU students are attending full-time.

Dr. Noland reviewed preliminary data for fall 2025 showing that ETSU's total enrollment stands at 14,387, for a 2.9 percent increase over fall 2024. He commended Dean Debbie Byrd and the faculty and staff in the Gatton College of Pharmacy for their 13 percent increase in enrollment, and he extended appreciation to members of the Board of Trustees for their support from an operating budget perspective, allowing us to lower tuition and fees within the College of Pharmacy.

Dr. Noland reviewed ETSU's retention figures which show a rate of 76 percent for 2025, against a goal of 85 percent. Our six-year cohort graduation rate for 2018-25, he said, is a record at 55 percent.

Dr. Noland then presented an overview of the higher education landscape nationwide. The Association of Governing Boards, he said, listed some of the top policy issues facing higher education, and they include accountability, judicial outcomes, and political action. *Inside Higher Education* cites the demographic cliff, changing markets for credentials, rising costs, and financial uncertainty. Deloitte's ranking includes cyber breaches, faculty and staff attrition, and changing public perceptions of higher education. President Noland said the takeaway from these surveys is the fact that there is much variability in the higher education marketplace.

In examining college-going rates in Tennessee, Dr. Noland told the Board that if the state's rate could go back to where it was before COVID, there would not be an enrollment challenge. In Tennessee, the college-going rate was 64.4 percent in 2015,

61.7 percent in 2019, and 56 percent for 2024. Dr. Noland called the Board's attention to college-going rates by gender, which will have long-term socioeconomic implications. Fewer than half of men in Tennessee are going on to post-secondary education. He added that surveys show college graduation is a higher priority for young teen women than young teen men. Describing the gender divide in terms of degree completion, President Noland noted that in 1995, the percentage of young men and women holding college degrees was somewhat parallel, but today, 47 percent of U.S. women ages 25 to 34 have a bachelor's degree, compared to only 37 percent of men. In light of these trends, he said, ETSU is putting into place initiatives focused on male recruitment and male success.

According to survey data, Dr. Noland said, most parents still want their children to go to college, and most want them to earn a baccalaureate degree. As far as the cost of higher education is concerned, Dr. Noland reported that 60 percent of Americans say it is worth the cost, but a significant number say it is not. Cost, he said, is one of the driving factors for people deciding not to attend college. He stressed that new data from the College Board show that when the cost of college is adjusted for inflation, Tennesseans are paying 11 percent less to go to college now than they were in 1994. That is true nationally as well. Dr. Noland said that when talk turns to the cost of attending college in Tennessee, most people use the figure of \$29,000 a year for public universities. He said tuition and fees at ETSU are approximately \$10,500. Within the \$29,000 figure are included housing, food, transportation, and personal needs. Dr. Noland noted, however, that those needs are there whether a person attends college or not, yet they get factored in when the government calculates college costs. He cited statistics from The Sycamore Institute of Tennessee showing that 97 percent of Tennesseans attending public colleges or universities in the state receive some form of scholarships or grants-in-aid. Approximately 70 percent of all Tennesseans qualify for the Lottery Scholarship. With these factors taken into account, the all-in average cost to attend a public university in Tennessee is around \$10,000.

Dr. Noland then summarized ETSU's progress in fulfilling its strategic initiatives. Within years one through five of the cycle, ETSU has accomplished most of the items on the list. The ones that remain relate primarily to construction. A significant number have also been accomplished for years five through ten of the cycle, with additional work needed on salary enhancements and in growing online offerings.

All of last year's strategic opportunities and initiatives, Dr. Noland announced, have been completed. They include:

- Strategic Enrollment Management and Recruitment Plan
- General Education Redesign
- Academic Restructuring
- Financial Aid Optimization
- Strategic Resources Alignment and Campus Budget Modeling

- Voyager Implementation
- Market Salary Enhancements
- Classification and Compensation Restructuring

Dr. Noland highlighted the strategic initiatives for 2025-26. They include:

- Adult degree completion and growing online education
- The Mary V. Jordan Student Success Center and its focus on first-generation, low-income students and intrusive advising
- Building out the academic portfolio, with emphasis on engineering
- P-20 and rural education enhancements

Dr. Noland thanked the Board for the focus it has placed on salary enhancements, noting that the largest salary increases in the history of ETSU were given this past year.

In his update on facilities, Dr. Noland said that Brown Hall renovation is well underway, and he thanked the members of the Tennessee General Assembly for their investments in both phases of the project. Burleson Hall renovations are complete, and work is continuing on laboratory and space enhancements at Valleybrook. The Bucky statue has been unveiled. Ground will be broken soon for the Student Life Greek Village, and staff will bring to the Board later this academic year plans for a new residence hall.

Reinforcing the fact that leadership by the Board of Trustees matters, Dr. Noland reviewed numbers from 2017, the first year of the Board's existence, and 2025. During that period, the number of first-time freshmen increased from 2,050 to 2,284. The retention rate improved from 73 percent to 76 percent. The graduation rate improved from 41 percent to 55 percent. The number of students living on campus jumped from 2,814 to 3,365. Sponsored awards increased from \$42.5 million to \$71.1 million. The Composite Financial Index went from 2.57 to 4.58. And ETSU's reserves moved from \$18.8 million to \$38 million.

Dr. Noland ended his presentation with a tribute to ETSU's veterans, and he announced that Col. Dan Bishop, Director of Military and Veterans Services, will soon be inducted into the National ROTC Hall of Fame. Dr. Noland praised Col. Bishop's successful efforts to save ETSU's Buccaneer Battalion when it was threatened, and he expressed his pride and gratitude that Col. Bishop, after deployment in Afghanistan and a stint at the Pentagon, decided to return to a leadership role on the ETSU campus.

XII. Other Business

There was no other business to come before the board.

XIII. Executive Session

There was no need for an executive session.

XIV. Adjournment

The meeting was adjourned at 2:31 p.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

CONSENT AGENDA ITEMS

DATE: November 14, 2025

ITEM: Consent Agenda

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The Consent Agenda items presented to the Board of Trustees are routine in nature, noncontroversial, or have been approved by a board committee unanimously. The Board votes on all items by a single motion. Full information about each item on the consent agenda is provided in the meeting materials.

As stipulated in the Bylaws, any Trustee may remove an item from the consent agenda by notifying the Secretary prior to the meeting. Before calling for a motion to approve the consent agenda, the Chair or Vice Chair (or the applicable senior Trustee in their absence) shall announce any items that have been removed from the consent agenda and ask if there are other items to be removed.

Requests for clarification or other questions about an item on the consent agenda must be presented to the Secretary before the meeting. An item will not be removed from the consent agenda solely for clarification or other questions.

Motion: I move for the adoption of the Consent Agenda.

RESOLVED: The Board of Trustees adopts the Consent Agenda as outlined in the meeting materials.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 14, 2025

ITEM: Approval of the Minutes from September 12, 2025

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the September 12, 2025, meeting of the Academic, Research, and Student Success Committee are included in the meeting materials.

MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.

RESOLVED: The reading of the minutes of the September 12, 2025, meeting of the Academic, Research, and Student Success Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC, RESEARCH, AND STUDENT SUCCESS COMMITTEE

MINUTES

September 12, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Academic, Research, and Student Success Committee met on Friday, September 12, 2025, at 9:00 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Trustee Janet Ayers, chair of the committee, called the meeting to order at 9:00 a.m.

II. Roll Call

Board Secretary Dr. Adam Green conducted the roll call. The following committee members were physically present:

Trustee Janet Ayers
Trustee Dr. Steph Frye-Clark
Trustee Jon Lundberg
Trustee Melissa Steagall-Jones
Trustee Tony Treadway

Other Trustees present were Steve DeCarlo, Wade Farmer, Dorothy Grisham, Ron Ramsey, Grant Summers, and Aashi Vora.

III. Approval of the Committee Minutes from May 23, 2025

The minutes from the May 23, 2025, meeting of the Academic, Research, and Student Success Committee were approved as submitted with Trustee Tony Treadway making the motion and Trustee Dr. Steph Frye-Clark seconding the motion. The motion passed unanimously.

ACTION ITEMS

IV. Promotion and Tenure of Faculty Member

Provost and Senior Vice President for Academic Affairs Dr. Kimberly McCorkle recommended to the committee that Dr. Cristina Barroso be granted tenure upon

appointment, at the rank of associate professor. Dr. Barroso is the new Chair of the Department of Community and Behavioral Health in the College of Public Health. She joined ETSU from the University of Texas at San Antonio, where she was Founding Chair of the Department of Health, Behavior, and Society. A scholar in rural health, she has secured over \$6 million in external grant funding.

Trustee Dr. Steph Frye-Clark made a motion to approve the promotion and tenure recommendation, and Trustee Tony Treadway seconded the motion. It passed unanimously.

V. Approval of the ETSU Mission Profile

Dr. Michael Hoff, Vice Provost for Decision Support and University Chief Planning Officer, discussed highlights of ETSU's Mission Profile. He indicated that no changes are recommended to the Mission Profile approved by the ETSU Board of Trustees last year.

Trustee Jon Lundberg made a motion to approve the ETSU Mission Profile as submitted, and Trustee Frye-Clark seconded the motion. It passed unanimously.

INFORMATION AND DISCUSSION ITEMS

VI. Academic Notification for Period of January 1, 2025, through July 31, 2025

Dr. McCorkle reported that there have been 67 curriculum updates during this period. Seventeen of them required notification to the Tennessee Higher Education Commission. Most notable, she said, was the Letter of Notification for the proposed Bachelor of Business Administration degree in Hospitality and Tourism Management, which is scheduled to go before the commission in the spring of 2026, so that the program can begin in the fall of 2026. She then reported on curriculum actions not requiring THEC notification that were approved internally. Some of those involved reductions in the required number of credit hours for graduation, some were new minors that were created, and 16 of those actions were policy-related, including changes in admission standards in certain programs to make them more accessible for students. Dr. McCorkle also informed the committee that ETSU has created a new Cybersecurity Innovation and Outreach Center within the College of Business and Technology, as well as an Institute for Cyber and Homeland Security.

VII. College Spotlight: Quillen College of Medicine

Dr. Bill Block, Vice President for Clinical Affairs and Dean of the Quillen College of Medicine, reviewed the college's mission, which has held steady for over five decades:

“The primary mission of the Quillen College of Medicine is to educate future physicians, especially those with an interest in primary care, to practice in

underserved rural communities. In addition, the College is committed to excellence in biomedical research and is dedicated to the improvement of health care in Northeast Tennessee and the surrounding Appalachian region.”

Dr. Block noted that Quillen is currently home to 326 medical students, 30 Ph.D. candidates in Biomedical Sciences, 236 resident and fellow physicians, and more than 250 faculty members. Since its creation, the College of Medicine has graduated over 2,500 M.D.s, and more than 1,000 of them practice within the Tri-Cities region and Southwest Virginia. Dr. Block discussed recent recognition for the college:

- In the 90th percentile of medical schools with graduates practicing primary care
- In the 96th percentile of medical schools with students who plan to participate in military service
- Number two in the nation for most graduates practicing in health professional shortage areas
- In the top tier of best medical schools for primary care and the only school in Tennessee in that category

Dr. Block said the college, through its practice plan, exceeds 370,000 patient visits a year. Quillen is also an exclusive provider for neonatal and pediatric intensive care in the region and for trauma and surgical intensive care. Quillen provides staffing for the Regional Cancer Center in Johnson City, the regional St. Jude affiliate, and Perinatal Center obstetrical care at Johnson City Medical Center. Further, Quillen’s clinics provide in excess of \$3.2 million per year in uncompensated health care for the people of the region.

Dr. Block pointed out that in 2023, Quillen signed a Master Affiliation Agreement with Ballad Health. That agreement increases educational opportunity across ETSU’s health sciences colleges, enhances clinical partnerships, allows for the development of joint research opportunities, and allows the two organizations to work together strategically to develop the workforce and improve the lives of the region.

Among future initiatives, Dr. Block announced the expansion of the medical school class from 78 entering students a year to 100 beginning in the summer of 2026. At the same time, the anatomy lab and classrooms are being expanded. Dr. Block said the college plans to break ground this year for an Integrated Health Sciences Building, and he noted several new faculty hires.

VIII. ETSU Research Update: Center for Community Outreach

Dr. Nick Hagemeier, Vice Provost for Research, provided an historical view of the work of the Center for Community Outreach, which, since 1997, has brought in over \$175 million to serve Tennesseans. Dr. Hagemeier recognized the founders of the center, retired sociology professors Dr. Judith Hammond and Dr. Jerry Leger. He then

introduced the center's current director, Ms. Amy Edwards, who has been in that role since November of 2023.

Ms. Edwards reviewed the mission of the center: "To utilize university expertise and resources in the provision of workforce services, human services, and clinical outreach to the citizens of East Tennessee." That mission, she added, is now statewide, as the center oversees two contracts and three grants from the Department of Human Services, employing 73 staff members across the state. The largest grant is for Families First Support/Activity, part of the federal Temporary Assistance for Needy Families (TANF) program. The grant's primary purpose is to help remove employment barriers in all 95 of Tennessee's counties, through the work of 44 staff members.

Ms. Edwards then described the work of the Family Focused Solutions Counseling grant, also a part of TANF, which covers 34 counties and provides case management services and linkages to community resources for clients. Furthermore, Healthy Careers Chattanooga is a partnership between ETSU and Blue Care TN. Covering 10 counties in the Chattanooga/Hamilton County area, it provides support to remove barriers to employment.

The Fatherhood Connection Initiative began in February, and its purpose is to foster positive father-child connections in three counties, with plans to expand to six. The Non-Custodial IMPACT Program, Ms. Edwards said, involves a partnership with Judicial Districts 1, 2, and 3 to provide employment services for non-custodial participants and remove barriers to employment in nine counties. The grant has run its five-year course, with 935 individuals served and almost \$534,000 paid in child support through June 30, 2025.

President Noland expressed gratitude to Drs. Hammond and Leger, Ms. Edwards, and the staff members who help run these programs for the safety net they provide for citizens of the state.

IX. Overview of Strategic Enrollment Management Plan

Dr. Joe Sherlin, Senior Vice President for Student Life and Enrollment, and Dr. Heather Levesque, Associate Vice President and Executive Director of Admissions, Student Life, and Enrollment, outlined the key elements of the plan, created by a group charged in 2024 to review challenges and opportunities in the internal and external environments related to enrollment and student success. Highlights of the plan are:

- A goal of 15,500 students by the year 2030, which would equate to a 10.9% increase in total enrollment and an increase in headcount of approximately 300 students a year
- A goal of sustaining the size and academic profile of the first-year cohort: 2,100 students with an average GPA of 3.5

- A goal of expanding the incoming undergraduate transfer population by 2% annually
- A goal of growing undergraduate adult enrollment—that is, those age 25 and over—by 7% annually for a total of 2,000 students
- A goal of increasing graduate enrollment by 1.5% annually
- A goal of increasing the first-year persistence rate to 85% and the undergraduate graduation rate to 60%

Drs. Sherlin and Levesque described specific strategies to achieve each of these goals. Supporting all of them will be a new one-stop shop for student services, which will operate in tandem with the newly opened Jordan Center for Student Success.

GENERAL INFORMATION ITEMS

X. Committee Discussions

There was no further discussion.

XI. Other Business

There was no other business to come before the committee.

XII. Adjournment

The committee adjourned at 10:21 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 14, 2025

ITEM: Approval of the Minutes from September 12, 2025

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Adam Green
Board Secretary

The minutes of the September 12, 2025, quarterly meeting of the Finance and Administration Committee are included in the meeting materials.

MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.

RESOLVED: The reading of the minutes of the September 12, 2025, meeting of the Finance and Administration Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND ADMINISTRATION COMMITTEE

MINUTES

September 12, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Finance and Administration Committee met on Friday, September 12, 2025, at 10:30 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Committee Chair Steve DeCarlo called the meeting to order at 10:30 a.m. and welcomed new committee members Trustee Grant Summers and Trustee Aashi Vora.

II. Roll Call

Board Secretary Dr. Adam Green conducted the roll call. The following committee members were physically present:

Chair Steve DeCarlo
Trustee Melissa Steagall-Jones
Trustee Grant Summers
Trustee Aashi Vora

Other Trustees present were Janet Ayers, Wade Farmer, Dr. Steph Frye-Clark, Dorothy Grisham, Jon Lundberg, Ron Ramsey, and Tony Treadway.

III. Approval of the Committee Minutes from May 23, 2025

The minutes from the May 23, 2025, meeting of the Finance and Administration Committee were approved as submitted. Trustee Grant Summers made the motion to approve, and Trustee Melissa Steagall-Jones seconded the motion. The motion passed unanimously.

IV. Voyager Update

Dr. Karen King, Chief Information Officer, presented a report on ETSU's July 1, 2025, transition to Oracle's Fusion Cloud, a system that streamlines all human resources, finance, procurement, and payroll functions. Generally, the transition has gone very smoothly, Dr. King reported. The university is utilizing extended support from

deployment partner Huron through the end of October. Dr. King told the committee that work is taking place on defect resolution, although there are no critical defects. Knowledge transfer to ETSU's technical team is now taking place, with the ultimate goal of running the system on our own. Dr. King added that the university has entered into a contract with Huron for some managed services for next year to get us through the system's quarterly updates.

Dr. King then reviewed ETSU's support model, training metrics, and training resources and shared information on the number of visits to the university's Voyager website. Since June, she said, there have been 40,000 sessions on the website. Help Desk statistics show some 1,700 tickets submitted. Ms. Christy Graham, Chief Financial Officer, recognized members of the Voyager Implementation Team from Human Resources, Finance, and Information Technology, commending them for their work, personal sacrifice, and commitment of more than three years to the project.

Trustee Frye-Clark added support for the staff commitment involved in the transition while conveying concerns from faculty on the system's rollout. Ms. Graham emphasized the stressful nature of the conversion and indicated that concerns will be addressed. She said a list of improvements and additional enhancements is already being compiled.

Committee Chair DeCarlo and Board Chair Steagall-Jones both had high praise for the Voyager Implementation Team, and President Noland echoed that appreciation, noting the long hours worked by staff over a long period of time to make the transition successful. Dr. Noland announced the creation of a post-implementation task force, chaired by Dr. Tony Norman, to allow the campus to provide suggestions or adjustments to enhance the Voyager platform

V. Quarterly Financial Update

Ms. Graham began her presentation by describing in detail key accounting changes, which she described as "substantial," affecting how financial information is reported. She said the change with the largest impact involves Governmental Accounting Standards Board (GASB) 101, compensated absences, which include vacation time, sick time, and other forms of paid time off. Ms. Graham explained the impact of this change on how the university reports its financial position. Under the old rules, she said, obligation for unused leave was not fully recognized until that leave was taken or paid out. GASB 101 now requires the university to record the liability as soon as leave is earned and accumulated, rather than waiting until it is used. Ms. Graham pointed out that this is occurring nationwide.

The second change involves guidelines from the National Association of College and University Business Officers (NACUBO) on how institutions account for scholarship allowances. Ms. Graham indicated that the impact of this change is also significant. The revised guidance changed how we report institutional aid, aligning us with peer institutions and adding a measure of comparability across institutions. Now, all forms of

institutional aid and grant-based aid, including Pell Grants, that directly reduce the student's tuition bill must be recorded as a reduction in revenue, not as an expense. Ms. Graham told the committee that this does not change the actual level of aid we provide to students, nor does it affect cashflow, but it does shift the way our financial statements look. Although the numbers are skewed from FY24 to FY25, she underscored the fact that our bottom line and net position have not changed.

Ms. Graham reported that ETSU ended the fiscal year in a solid financial position. There was a slight increase in state appropriations, an increase in tuition revenues prior to the scholarship allowance calculation, and growth in grants and contracts. While expenses did increase, she said, they reflect intentional investments in people, programs, and facilities. The university's assets increased by \$53 million, primarily because of a \$39 million increase in construction. Liabilities increased by nearly \$38 million, mainly because of the implementation of GASB 101. Capital assets, Ms. Graham said, show that the university continues to invest strategically in facilities and technology.

Examining the university's debt profile, Ms. Graham noted that we have outstanding debt that decreased from \$154 million to \$148 million, with the largest portion being bonds, totaling \$126 million. Ms. Graham concluded this part of her presentation by emphasizing that the university is in a strong financial position.

VI. Quarterly Report of Agreements \$250,000 or Greater

Ms. Graham shared the following information on contracts and purchase orders with the committee:

- A five-year contract with Daktronics/Huntington National Bank in the total amount of \$1,577,400 for LED video scoreboard and ribbons for Freedom Hall
- A five-year contract with Tri-Cities Regional Emergency Physicians to teach adult and pediatric medicine to medical students and residents in the total amount of \$1,300,000
- A three-year contract with Johnson City Transit-Bucshot for student transportation, in the total amount of \$677,038
- A \$409,869 contract with Huron Consulting Services for extended hypercare support, through October 31, 2025
- A \$283,454 contract with Dell Computer Corporation for the 2025 summer PC Lab rollout
- A \$737,111 contract with NextGen Security for the access control upgrade
- A \$433,068 contract with Echosens North America for two Fibroscan units for Internal Medicine

Ms. Graham added that there is one RFQ in process for Nursing SIM equipment, in the estimated amount of \$2,000,000 for a one-time purchase.

President Noland noted that the NextGen Security contract represents the next investment in locks and systems that increase the level of campus security. And, he explained, the Daktronics contract is important in the university's continuing discussions with the City of Johnson City regarding the lease for Freedom Hall, as investments are needed for new scoreboards, new video boards, and new sound.

VII. Other Business

There was no other business to come before the committee.

VIII. Adjournment

The meeting was adjourned at 11:20 a.m.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 14, 2025

ITEM: Approval of the Minutes from September 12, 2025

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

The minutes of the September 12, 2025, meeting of the Audit Committee are included in the meeting materials.

MOTION: I move that the Board of Trustees adopt the resolution, approving the minutes as outlined in the meeting materials.

RESOLVED: The reading of the minutes of the September 12, 2025, meeting of the Audit Committee is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
AUDIT COMMITTEE

MINUTES

September 12, 2025
Johnson City, Tennessee

The East Tennessee State University Board of Trustees' Audit Committee met on Friday, September 12, 2025, at 11:21 a.m. in the East Tennessee Room of the D.P. Culp Student Center.

I. Call to Order

Committee Chair Ron Ramsey called the meeting to order at 11:21 a.m.

II. Roll Call

Board Secretary Dr. Adam Green conducted the roll call. The following committee members were physically present:

Committee Chair Ron Ramsey
Trustee Wade Farmer
Trustee Dorothy Grisham
Trustee Melissa Steagall-Jones

Other Trustees present were Janet Ayers, Steve DeCarlo, Dr. Steph Frye-Clark, Jon Lundberg, Grant Summers, Tony Treadway, and Aashi Vora.

III. Approval of the Committee Minutes from May 23, 2025

The minutes from the May 23, 2025, meeting of the Audit Committee were approved as submitted with Trustee Melissa Steagall-Jones making the motion and Trustee Dorothy Grisham seconding the motion. The motion passed unanimously.

IV. Action Item: Audit Plan for FY26

Ms. Becky Lewis, Chief Audit Executive, explained the various types of audits that her office conducts and presented a list of planned audits for FY26.

Trustee Grisham made a motion that the Audit Plan for FY26 be approved as presented, and Trustee Farmer seconded the motion. It passed unanimously.

V. Action Item: Internal Audit Employee Profiles

Ms. Lewis reported on the salaries for each of her office's four staff.

Trustee Steagall-Jones made a motion that the profiles be approved as presented, and Trustee Grisham seconded the motion. It passed unanimously.

VI. Audits and Investigations Performed May through August 2025

Ms. Lewis said that since April, her office has completed four audits and one advisory service. They are:

- A. Professional Development Audit: Ms. Lewis said it appears that adequate controls are in place regarding revenues, budget transfers, and operations within the Camps and Conferences unit.
- B. Complimentary Tickets Audit: This audit examined the complimentary ticket procedures for intercollegiate athletic events and for the Martin Center for the Performing Arts. No issues were discovered.
- C. ITS General Controls Audit: This audit looked at high-risk areas such as access controls, succession planning, and disaster recovery planning. Test work indicated that the university's policies and procedures were being followed.
- D. Grade Changes Audit: The audit found that the university has policies in place regarding grade appeals and incomplete grades and that the Registrar's Office includes grade change procedures in its manual. A finding was issued related to controls over grade changes, primarily due to missing documentation, approvals, and explanations, as well as insufficient monitoring of the required assignment of incomplete grade form submissions.
- E. Memo on Advisory Services: In the summer of 2025, Ms. Lewis reported her office issued its first full advisory services engagement. It was for the Department of Continuing Education for Health Professionals.
- F. Completed Audit Heat Map: Ms. Lewis presented a heat map showing the status of the audits.

VII. Recommendation Log Status as of August 31, 2025

Ms. Lewis reviewed the Internal Audit Recommendation Log as of August 31, 2025. Four items were in the green area, meaning that actions are progressing in a timely manner. One item, controls over ProCard purchases, is in yellow, meaning that further follow-up will be done. President Noland added that the university will continue to review and tighten operations related to ProCard purchases through the Office of Internal Audit.

VIII. Report on Audit Functions for FY25

Ms. Lewis called the committee's attention to the Annual Report for the Department of Internal Audit for the 2025 fiscal year, noting that in this period, 12 audits and seven

investigations were completed, along with several follow-up services. Ms. Lewis also highlighted the very positive results of the department's customer satisfaction surveys.

IX. Report on Internal Audit Operating Expenses

Ms. Lewis presented to the committee, as an information item, the Internal Audit travel and operating budgets for FY26.

X. Other Business

There was no other business to come before the committee.

XI. Executive Session to Discuss Active Audits, Enterprise Risk Management, and Review University Risks and Related Internal Controls

The committee adjourned at 11:36 a.m. to go into executive session.

XII. Adjournment

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 14, 2025

ITEM: Approval of the Letter of Notification (LON) Regarding the Establishment of a Master of Science in Environment, Health, and Disaster Science

COMMITTEE: Academic, Research, and Student Success

RECOMMENDED ACTION: Approve

PRESENTED BY: Dr. Kimberly D. McCorkle
Provost and Senior Vice President for Academic Affairs

The Letter of Notification (LON) for the Master of Science in Environment, Health, and Disaster Studies is presented to the ETSU Board of Trustees (BOT) for review before submission to the Tennessee Higher Education Commission (THEC) to begin the process of establishing a new academic program. Pending approval by the BOT, the notification of the proposal to develop a new degree program will be sent to THEC, where it will be posted for public comment, reviewed by external academic evaluators, and subsequently recommended for approval by the Commission unless substantial curricular or fiscal changes are made to the proposal. If the Commission approves the proposal, no further action will be required of the BOT. This proposal has been appropriately vetted through the internal curriculum process, including approval by the Academic Council and President Noland.

The proposed Master of Science in Environment, Health, and Disaster Studies is a collaborative initiative between the College of Arts and Sciences (Department of Geosciences) and the College of Public Health (Department of Environmental and Occupational Health and Safety Sciences and Department of Biostatistics & Epidemiology). The program will provide students with an interdisciplinary approach to addressing complex issues in the fields of environmental, health, and disaster sciences.

According to the U.S. Bureau of Labor Statistics, employment of environmental scientists and specialists is projected to grow 7 percent from 2023 to 2033, which is faster than the average growth rate for all occupations. In Tennessee, the employment of environmental scientists and specialists is projected to grow 16.8 percent from 2023 to 2032. The program will equip graduates with cross-cutting skills needed for professional work in governmental agencies, state institutions, and research organizations as professionals qualified to lead environmental health efforts, develop risk-based sustainable practices, and implement extreme weather resilience strategies.

This degree will enhance ETSU's graduate academic portfolio, attract new students, and help further develop national, state, and industry partnerships. It will also provide students with a high-quality educational experience, offering strong research opportunities that will prepare them for post-graduation employment and the pursuit of additional graduate education in an evolving professional field.

Attachments:

- Letter of Notification
- THEC Financial Projections Form

MOTION: I move that the Academic, Research, and Student Success Committee recommend the adoption of the following Resolution by the Board of Trustees:

RESOLVED: The establishment of a Master of Science degree in Environment, Health, and Disaster Studies is approved by the ETSU Board of Trustees as outlined in the meeting materials. The University is directed to submit notification of a new degree proposal to the Tennessee Higher Education Commission and complete all additional steps required for full implementation of this new academic program should the Commission support the proposal during the post-external judgment determination.



EAST TENNESSEE STATE UNIVERSITY

Letter of Notification (LON)

Master of Science in Environment, Health, and Disaster Sciences

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EAST TENNESSEE STATE UNIVERSITY

Section I: Overview

Program Information

Institution Name: East Tennessee State University
Name: Master of Science (MS) in Environment, Health, and Disaster Sciences
Designation: MS
Proposed CIP Code and Title: 51.2202 (Environmental Health)
CIP code Definition: An interdisciplinary program that focuses on the integration of environment, health, and disaster sciences to provide solutions to cross-disciplinary issues at the human-animal-environment interface. This includes instructions in air and water quality; infectious disease dynamics; environmental epidemiology; environmental toxicology; GIS and remote sensing; hazard & climate modeling; and geological processes.

Academic Program Liaison (APL) Name and Contact Information:

Kimberly McCorkle
Provost and Senior Vice President for Academic Affairs
P.O. Box 70733
Johnson City, TN 37614
(423) 439-4811
mccorklek@etsu.edu

Proposed Implementation Date:

Fall 2026

Section II: Background

Background and Context of the Proposed Program

East Tennessee State University (ETSU) intends, as part of the 2016-2026 strategic plan [1], to expand the “foundation for scholarly excellence and innovation in all disciplines” through growing research productivity, including an increase in innovative interdisciplinary graduate research-focused degrees. Therefore, ETSU proposes to add a new interdisciplinary **Master of Science (MS) degree in Environment, Health, and Disaster Sciences**. These topics are relevant to several disciplines, including geoscience, biology, environmental health, infectious disease, epidemiology, biomedical sciences, ecology, agriculture, and environmental sciences. Many environmental and atmospheric challenges demand interdisciplinary solutions that integrate insights from multiple scientific disciplines [2]. This

proposed MS program emphasizes such approaches, preparing versatile professionals capable of addressing complex issues through an innovative combination of environmental, ecological, wildlife, agricultural, and human health perspectives. By focusing on the shared questions, problems, and solutions across these areas, the program offers both an international perspective and a focus on the unique challenges facing Appalachia. It provides a unique opportunity to explore cross-disciplinary approaches to the rapid changes driven by population growth and extreme weather, responding to the growing demand for professionals with specialized training in environmental health and disaster sciences [3] .

The proposed program is a collaborative initiative between the College of Arts and Sciences (Department of Geosciences) and College of Public Health (Department of Environmental and Occupational Health and Safety Sciences and Department of Biostatistics & Epidemiology). The program will expand the Department of Environmental and Occupational Health and Safety Sciences' ability to conduct graduate-level research, providing a framework for curriculum and research, and opening pathways to strong collaborations that enhance teaching, learning, and research. The program will also expand the Geosciences Master's program opportunities through interdisciplinary understanding of the key concepts and methodologies with topics including but not limited to air and water quality, environmental toxicology, GIS and remote sensing, hazard and climate modeling, and geological processes. The program will draw ETSU undergraduate students in various programs such as Interdisciplinary Studies, Biology, Environmental Health, Health Sciences, Microbiology, and Geosciences, as well as students enrolled in the newly (as of fall 2024) launched interdisciplinary graduate certificate in One Health and Climate Studies.

Purpose and Nature of the Proposed Academic Program

Purpose

The Master of Science (MS) degree in Environment, Health, and Disaster Sciences program will equip graduates with the foundational knowledge and cross-cutting skills needed to adapt to emerging challenges and contribute to leading-edge research and solutions. Governmental agencies, state institutions, and research organizations are increasingly seeking professionals qualified to lead environmental health efforts, develop risk-based sustainable practices, and implement science-informed extreme weather resilience strategies, further highlighting the urgent need for mitigation and adaptation expertise. The collaborative departments, including 20 faculty at ETSU, will provide an interdisciplinary curriculum that builds on the wide-ranging expertise of faculty across the university.

Program Design and Delivery

This program will provide students with an interdisciplinary approach to addressing complex issues in the fields of environment, health, and disaster sciences; foster critical thinking and innovative research methods to address emerging challenges; and provide a framework for curricular and research innovations and collaborations, enhancing the existing strengths across the core areas. This program will

be created using existing graduate-level courses in the relevant departments. This program will be completed by earning 30-33 credit hours that will be composed of core graduate courses, concentration-specific courses, and research. The program will offer two concentrations in Environmental Health Sciences and Disaster Sciences.

Target Audience

The target audience for the proposed Master of Science (MS) program in Environment, Health, and Disaster Sciences at ETSU includes a diverse group of students and professionals who are interested in interdisciplinary approaches to addressing complex environmental and extreme weather-related challenges. This includes:

1. Undergraduate students: Graduates from programs such as Biology, Environmental Health, Geosciences, Interdisciplinary Studies, Health Sciences, Microbiology, and other related fields at ETSU and other universities regionally and nationally who are seeking advanced training in environmental, health, and disaster sciences. Students enrolled in the interdisciplinary graduate certificate in One Health and Climate Studies, launched in Fall 2024, are also a key group.

2. Professionals in related fields: Individuals currently working in governmental agencies, state institutions, research organizations, or private industries who are looking to enhance their expertise in environmental health and disaster resilience. These professionals may seek to lead environmental health efforts, develop risk-based sustainable solutions, or implement science-informed disaster strategies.

3. International students: Students from around the world who are interested in gaining an international perspective on environmental and disaster challenges.

The program is designed to meet the needs of international students, making it accessible to a broad audience, including those needing flexibility in balancing academic and professional commitments. The program will equip graduates with the skills and knowledge needed to address emerging environmental challenges, preparing them for leadership roles in research, policy-making, and implementation of disaster resilience strategies.

Program Outcomes:

Students graduating with an MS in Environment, Health, and Disaster Sciences will have demonstrated an ability to:

- Recognize and critically assess emerging environmental health and disaster sciences challenges at the individual and population levels.
- Integrate interdisciplinary knowledge to design, evaluate, and implement research studies in environmental health and disaster resilience.
- Develop and conduct experiments or test hypotheses, analyze and interpret data, and use scientific judgment to draw conclusions.
- Communicate scientific findings effectively through written reports and oral presentations tailored to diverse audiences.

Alignment with State Master Plan and Institutional Mission

Alignment with State Master Plan

The State Master Plan emphasizes affordable higher education programs, support for distressed counties, and training students in the new foundational skills required for the digital economy, while preparing graduates for future jobs. The proposed program aligns with this vision by offering interdisciplinary courses and research projects that focus on creativity, critical thinking, data analytics, cross-departmental collaboration, and effective communication of research findings. Additionally, ETSU has one of the lowest tuition growth rates in the state and a high graduate student completion rate. The program is expected to attract students from low-income, distressed counties due to its affordability and opportunities for external funding through departmental support and extramural research.

The academic departments proposing this program have established partnerships with several state, regional and Federal agencies involved in environmental health and disaster-related initiatives such as the Appalachian Regional Commission, the Tennessee Department of Environment and Conservation (TDEC), the Tennessee Emergency Management Agency (TEMA), the Tennessee Department of Health (TDH), the Tennessee Valley Authority (TVA), the Tennessee Department of Agriculture (TDA), Tennessee Wildlife Resources Agency (TWRA), among others. Tennessee Climate Office (TCO) housed in the Department of Geosciences gained NOAA's National Centers for Environmental Information (NCEI) and the American Association of State Climatologists recognition in 2021. TCO provides vital resource for extreme weather data, research, and services, benefiting Tennessee's communities, policymakers, and stakeholders. TCO will serve as a strong resource for the proposed program.

Alignment with Institutional Mission

The University's mission and values includes principles such as: *"People come first, are treated with dignity and respect, and are encouraged to achieve their full potential; Relationships are built on honesty, integrity, and trust; diversity of people and thought is respected; Excellence is achieved through teamwork, leadership, creativity, and a strong work ethic; Efficiency is achieved through the wise use of human and financial resources; and Commitment to intellectual achievement is embraced."* and *"endorses the value of liberal education and provides enriching experiences in honors education, student research and creative activity, study abroad, service learning, and community-based education"*. The proposed MS program aligns with ETSU's mission and values as it's designed to provide students with diverse experiences that will enhance their graduate education, foster creativity, and promote a commitment to excellence in research skills. The program offers a unique opportunity to explore cross-disciplinary approaches to addressing the rapid changes driven by population growth and extreme weather events. It will also benefit from 'on-the-ground' training focused on the unique impacts of disasters in the Appalachian region. The region's ecosystem and rural population provide a distinctive platform for addressing critical issues related to the effects of the environment, disasters, and human population growth.

Institutional Capacity to Deliver the Proposed Academic Program

The proposed Master's degree in Environment, Health, and Disaster Sciences builds on existing interdisciplinary expertise at ETSU. The strengths of the existing expertise are in various scientific disciplines relevant to environmental and disaster sciences, such as biology, geosciences, ecology, environmental and occupational health, epidemiology, infectious diseases, and microbiology. Strengths in research infrastructure include well-established research facilities, laboratories, and field stations dedicated to environmental science and disaster science research. The Environmental Health Sciences laboratory is an important resource, and the new program should strengthen the ability to share the lab resources. The academic departments proposing the program have an existing collaborative graduate certificate in One Health and Climate Studies. The 13 credit-hour certificate is composed of 4 courses offered by four academic departments involved in this proposed program. Furthermore, the academic departments proposing this program have established partnerships with several state, regional, and Federal agencies involved in environmental and disaster-related initiatives, such as the Appalachian Regional Commission, TDEC, TEMA, TDH, TVA, TDA, TWRA, among others. TCO housed in the Department of Geosciences gained NOAA's NCEI and the American Association of State Climatologists recognition in 2021. TCO provides vital resources for extreme weather data, research, and services, benefiting Tennessee's communities, policymakers, and stakeholders. TCO will serve as a strong resource for the proposed program. The program can leverage these existing partnerships to enhance students' internship opportunities, facilitate guest lectures from industry experts, and support collaborative research projects.

ETSU is recognized as the premier health science and the premier disaster science institution in Appalachia, a region that poses unique challenges that will inform both student learning and faculty research.

The program has the potential to achieve national and international prominence in the areas of environmental health and disaster studies for the following reasons:

- We are aware of no other programs across the State that combine existing expertise across multiple core areas. This will provide graduates with the education needed to address complex environmental and disaster challenges effectively.
- The program will offer students multiple and varied opportunities to engage in original research projects under the guidance of experienced faculty mentors;
- The program leverages the expertise of renowned faculty members with diverse backgrounds in environmental health, ecology, geosciences, biology, infectious diseases, epidemiology and biostatistics, disaster sciences, and microbiology.
- Program faculty have national and international reputations in the unique impacts of environmental issues and weather-related disasters in the Appalachian region. The regional ecosystem and its rural population provide a unique platform to address important problems related to the impacts of extreme weather and human population growth.
- The collaboration among faculty members and the resulting increase in interdisciplinary research initiatives will position ETSU for global prominence as a hub of expertise and innovation at the interface of environmental health and disaster sciences.

The program curriculum is guided by an interdisciplinary committee composed of faculty from the academic departments proposing the program. A total of 20 faculty members will teach and mentor MS students enrolled in the program, representing five different departments. The committee is responsible

for continuously developing and managing the curriculum, updating courses, and selecting relevant electives for the concentrations. This collaborative approach highlights the strong partnership and shared commitment among the participating departments.

Existing Programs Offered at Public and Private Tennessee Institutions

Based on our review of public and private higher education institutions in Tennessee, there are currently no MS graduate programs offered in the interdisciplinary fields of Environment, Health, and Disaster Sciences. The only interdisciplinary program covering these areas is a graduate certificate in One Health and Climate Studies, offered by ETSU.

The proposed MS in Environment, Health, and Disaster Sciences falls under CIP Code 51.2202, Environmental Health. A search for environmental health programs at Tennessee institutions revealed no MS graduate program with the same CIP Code. The existing graduate certificate in One Health and Climate Studies is a 13-credit program consisting of four courses and a capstone (**Table 1**). Its goal is to provide students with a comprehensive understanding of the interactions between environmental changes and health outcomes at the human-animal interface, equipping them to develop innovative strategies for addressing complex health systems. This differs from the proposed MS program, which will heavily focus on training students in cutting-edge interdisciplinary research and solutions to emerging challenges at the human-animal-environment interface.

The Master of Public Health (MPH) in Environmental and Occupational Health and Safety Sciences, also offered at ETSU (CIP Code 51.2201), emphasizes the *“interrelationships between chemical, biological, and physical factors in the environment and social and organizational factors in human communities.”*. However, as an MPH degree, it requires a capstone project instead of a research thesis. In contrast, the proposed MS program will concentrate on foundational knowledge and cross-disciplinary skills in environment, health, and disaster sciences, preparing students to tackle emerging challenges and contribute to interdisciplinary research projects.

Table 1. Graduate programs in Environmental Health with similar CIP Code to our proposed MS program in Environment, Health, and Disaster Sciences

Institution	Program Title and Degree Designation	CIP Code	Program Description	Degrees Awarded for the Last 3 Years
East Tennessee State University	Graduate Certificate in One Health and Climate Studies	51.2202	“The graduate certificate in One Health and Climate Studies provides an opportunity to learn about one of the greatest challenges facing our planet. By completing this certificate, you will have a broad introduction of how the planet’s climate is changing and the impact that this will have on	It a new program started in Fall 2024; hence no graduates yet.

			human health, the well-being of plants and animals, and on the environment. It is ideal for people interested in a better understanding of atmospheric changes and the many challenges that it poses.”. Certificate is composed of 13 hours of graduate coursework in One Health, Appalachian Studies, Environmental Health, and ecological modeling. Graduates of this certificate program will be prepared to pursue careers in: “Academia & Global Health, Food & Agriculture, Public Health, Environmental Health, and Climate Sciences.”.	
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Accreditation

East Tennessee State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate, master’s, education specialist, and doctoral degrees. <https://www.etsu.edu/provost/pds/ie/etsusacs.php> The proposed Master of Science in Environment, Health, and Disaster Studies will not have specific program accreditation (SPA) and will therefore be subject to program review through THEC.

Section III: Feasibility

Local and Regional Demand

An MS in Environmental, Health, and Disaster Sciences can be classified under several Standard Occupational Classification (SOC) codes, depending on their specific job role and expertise. These SOC codes reflect the broad, interdisciplinary nature of careers in environmental, health, and disaster sciences, spanning roles in research, public health, environmental management, and disaster mitigation.

- 19-2041 Environmental Scientists and Specialists, Including Health
- 19-2042 Geoscientists, Except Hydrologists and Geographers
- 19-2021 Atmospheric and Space Scientists
- 19-4042 Environmental Science and Protection Technicians, Including Health
- 19-4043 Geological Technicians, Except Hydrologic Technicians
- 19-2042 Geoscientists, Except Hydrologists and Geographers
- 19-1031 Conservation Scientists
- 29-9011 Occupational Health and Safety Specialists
- 11-9121 Natural Sciences Managers
- 19-1029 Biological Scientists, All Other

Employer Demand

Anticipated Job Openings and Workforce Projections for environmental health: 2023-2028

According to the U.S. Bureau of Labor Statistics, “Employment of environmental scientists and specialists is projected to grow 7 percent from 2023 to 2033, faster than the average for all occupations (Figure 1). About 8,500 openings for environmental scientists and specialists are projected each year, on average, over the decade. Many of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire.”[4] . The median annual wage for environmental scientists and specialists was \$80,060 in May 2024.

Employment projections data for environmental scientists and specialists, 2023-33

Occupational Title	SOC Code	Employment, 2023	Projected Employment, 2033	Change, 2023-33	
				Percent	Numeric
Environmental scientists and specialists, including health	19-2041	84,600	90,700	7	6,100

SOURCE: U.S. Bureau of Labor Statistics, Employment Projections program

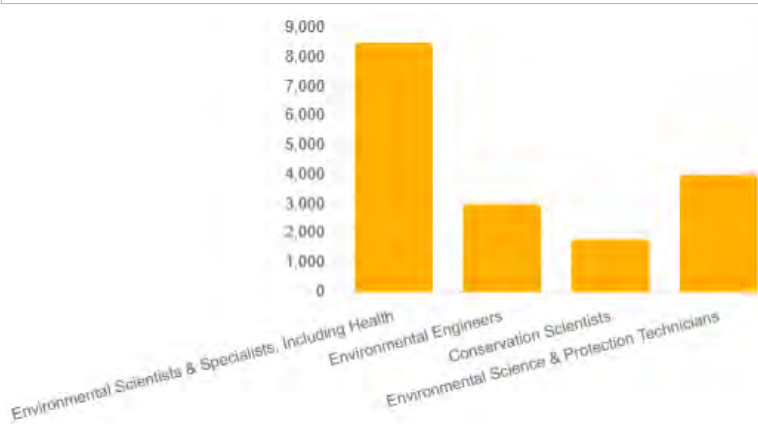


Figure 1. Five-year projected job openings (2023-2028) for ‘Environmental Scientists and Specialists, Including Health’ compared to other key occupations in Environmental Health.

In Tennessee, the “Employment of environmental scientists and specialists, including health” is projected to grow 16.8 percent from 2023 to 2032, with an expected 110 average annual openings [5].

The employment of Geoscientists, including those who are Environmental geologists, is projected to grow 5 percent from 2023 to 2033 [6]. The median annual wage for geoscientists was \$99,240 in May 2024. About 2,200 openings for geoscientists are projected each year, on average, over the decade.

Employment projections data for geoscientists, 2023-33

Occupational Title	SOC Code	Employment, 2023	Projected Employment, 2033	Change, 2023-33	
				Percent	Numeric
Geoscientists, except hydrologists and geographers	19-2042	26,000	27,400	5	1,400

SOURCE: U.S. Bureau of Labor Statistics, Employment Projections program

Community and Industry Partnerships

The proposed program will benefit from a strong network of existing and emerging partnerships with state, regional, and federal organizations that are actively involved in environmental, public health, and disaster resilience initiatives. These collaborations will enhance the program's relevance, applied learning, research capacity, and job placement pathways for students.

Existing Partnerships

ETSU has already established relationships with numerous key agencies, including:

- Tennessee Department of Environment and Conservation (TDEC)
- Tennessee Emergency Management Agency (TEMA)
- Tennessee Department of Health (TDH)
- Tennessee Valley Authority (TVA)
- Tennessee Department of Agriculture (TDA)
- Tennessee Wildlife Resources Agency (TWRA)
- Appalachian Regional Commission (ARC)

These partners provide support in the form of:

- Guest lectures and field-based instruction
- Collaborative research and applied projects
- Access to regional datasets, modeling platforms, and hazard/climate resources
- Input into curriculum development and workforce skill alignment

Anticipated Partnerships

The program is expected to foster additional partnerships with:

- Public health departments and environmental NGOs in TN and nearby states
- Private sector employers focused on sustainability and hazard mitigation
- Federal agencies such as the EPA, CDC, and USDA

These anticipated relationships will further:

- Expand experiential learning and applied research opportunities
- Support graduate student employment and mentorship pipelines
- Facilitate cross-sector problem-solving aligned with interdisciplinary education and research

Student Interest

Student survey at East Tennessee State University

A survey of current undergraduate and graduate students at East Tennessee State University indicated a strong interest in the M.S. degree in environment, health, and disaster sciences. **More than half (60%) of respondents indicated a very strong (extremely likely) interest.**

The survey was distributed to students between August 25 and September 5, 2025 (the first few weeks of the fall 2025 semester). There were 43 responses. We plan to collect more responses during this semester and update the results when the New Academic Program Proposal (NAPP) is submitted.

The survey was brief, consisting of only two questions, to maximize the response rate. Below are the questions and results:

Question 1.

Table 2A. Likelihood of Enrolling in the *MS in Environment, Health, and Disaster Sciences*. this survey was distributed to students in Environmental Health, Geosciences, and Health Sciences majors.

If a Master of Science (MS) degree in environment, health, and disaster sciences was offered at ETSU, how interested would you be in enrolling in this program?	Percentage	Count N= 43
Extremely Likely	60%	26
Extremely unlikely	12%	5
Neither likely nor unlikely	28%	12

Question 2.

Table 2B. *Interest in Concentrations for the proposed MS in Environment, Health, and Disaster Sciences*. This MS has two concentrations to choose from. This survey examined interest among students for each of the concentrations. Numbers represent count of responders.

If an MS in environment, health, and climate sciences was available to you and offered a choice of concentrations, which concentration would interest you?	Not interest at all	Moderately interested	Extremely interested
Environmental Health Sciences	1	13	10
Disaster Sciences	3	9	7

These results indicate a strong to moderate interest in both concentrations. Moreover, the results show that there is similar interest in both concentrations among students. This is useful for curriculum planning and resource allocation to both concentrations of our proposed MS in Environment, Health, and Disaster Sciences.

Section IV: Enrollment and Graduation Projections

Projected Enrollment and Graduates

The proposed MS program anticipates enrolling students primarily from ETSU's undergraduate pipeline in fields such as Environmental Health, Biology, Geosciences, and Health Sciences, as well as professionals and international students interested in interdisciplinary environmental health and disaster training. It is expected that an initial cohort of 10 students will be established, with modest

annual growth as awareness and reputation build. Given ETSU’s strong graduate completion rates and institutional support, an estimated attrition rate of 10–20% is anticipated, with most students completing the program within two years. Graduation projections are approximately six students annually starting in year two, with eventual stabilization at seven to eight graduates per year as enrollment scales.

Table 1 – Projected Enrollments and Graduates

Year	Academic Year	New First-Year Cohort	Projected Total Fall Enrollment	Projected Attrition	Projected Graduates
1	2026-2027	8	8	1	0
2	2027-2028	9	16	2	6
3	2028-2029	9	17	2	7
4	2029-2030	10	18	2	7
5	2030-2031	10	19	2	8
6*					
7*					

*Year 6 and 7 projections are only required for doctoral programs.

Section V. Curriculum

Program-specific goals/objectives

The MS in Environment, Health, and Disaster Sciences has four learning objectives. Our graduates will:

1. Recognize and evaluate emerging challenges in the fields of environment, health, and disaster sciences
2. Build expertise in a chosen specialization (e.g., environmental health, disaster sciences) while integrating perspectives from multiple public health and environmental disciplines.
3. Apply a set of analytical, technical, and quantitative skills across diverse career paths.
4. Contribute to scientific understanding through the design and execution of original laboratory and/or field research projects.

Student learning outcomes

Students graduating with an MS in Environment, Health, and Disaster Sciences will have demonstrated an ability to:

- Recognize and critically assess emerging environmental health and disaster science challenges at individual and population levels.
- Integrate interdisciplinary knowledge to design, evaluate, and implement research studies in environmental health and disaster resilience.
- Develop and conduct experiments or test hypotheses, analyze and interpret data, and use scientific judgment to draw conclusions
- Communicate scientific findings effectively through written reports and oral presentations tailored to diverse audiences.

Academic Program Requirements

The proposed Environment, Health, and Disaster Studies MS is comprised of 30-33 credits. There is a thesis track and a non-thesis track. Within each track, students may select the concentration that fits their academic and professional aspirations. Each track has a 10-credit core, a concentration that is 14 – 17 credits, with the distinction between thesis and capstone determining the final degree credits.

a. Summary

Thesis Track (On-ground Program)		Non-Thesis Track	
Component	Required Credits	Component	Required Credits
Core	10	Core	10
Concentrations	14-17	Concentration	14-17
Thesis Research	3-6	Capstone Project + Additional Elective	3-4 2-3
Total minimum hours	30-33	Total minimum hours	30-33

b. Core courses for both Concentrations: **10 credit hours**

Course	Title	Credits
EPID 5100	Analytic Methods in Pub Health	4
ENVH 5100	Environmental Health Practice I	3
GEOS 5010	Geospatial Analysis	3
Total		10

c. Concentration Courses: **14-17 credit hours**

Environmental Health Sciences Concentration: In consultation with their advisor, students will select additional courses from the list below to fulfill program requirements. On-ground students must also complete the Experimental Design course, in addition to the required thesis research credits.

Course	Title	Credits
	Select 14-17 Credits from the list	
ENVH 6910	Experimental Design* (required for thesis track)	3
ENVH 5640	Environmental Risk Assessment	4
EPID 5430	Infectious Disease Epidemiology	3
ENVH 5357	Toxicology	3
EPID 5450	One Health	3
ENVH 5250	Environmental Microbiology	4
ENVH 5397	Environmental Analysis	4
ENVH 5910	Seminar	1

Disaster Sciences Concentration: In consultation with their advisor, students will select additional courses from the list below to fulfill program requirements. Thesis track students must also complete the Geosciences Research Methods course, in addition to the required thesis research credits.

Course	Title	Credits
	Select 14-17 Credits from the list	
GEOS 5000	Geosciences Research Methods* (required for thesis track)	3
GEOS 5300	Topics in Geospatial Analysis	3
GEOS 5017	Advanced Cartography: Web & Mobile Mapping	3
GEOS 5237	Advanced Remote Sensing	3
GEOS 5807	Unmanned Aerial Systems (UAS) Mapping and Modeling	3
GEOS 5317	Advanced GIS	3
GEOS 5700	Seminar in Geosciences	1

d. Thesis: **3-6 credits**

- ENVH 5990- Research in Environmental Health
Or
- GEOS 5960 - Thesis

Capstone: **5-7 credits**

- ENVH 5640 - Environmental Risk Assessment (4 credits)
Or
- GEOS 5910 - Research in Geosciences (3 credits)
- And **2-3** additional credits in Advisor Approved Electives

References

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5. Projections Central. State Employment Projections. Projections Managing Partnership (PMP). . Available online: <https://www.bls.gov/ooh/life-physical-and-social-science/environmental-scientists-and-specialists.htm> (accessed on September 30, 2024).
6. Bureau of Labor Statistics. U.S. Department of Labor, Occupational Outlook Handbook, Geoscientists. Available online: <https://www.bls.gov/ooh/life-physical-and-social-science/geoscientists.htm#tab-1> (accessed on



Financial Projections Form

Institution	East Tennessee State University							
Program Name	Master of Science in Environment, Health, and Disaster Sciences							
Projected One-Time Expenditures								
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6*	Year 7*
Faculty & Instructional Staff								
Non-Instructional Staff								
Graduate Assistants								
Accreditation								
Consultants				\$4,000				
Equipment								
Information Technology								
Library resources								
Marketing								
Facilities								
Travel		\$4,000						
Other		\$2,000						
Total One-Time Expenditures	\$0	\$6,000	\$0	\$4,000	\$0	\$0	\$0	\$0
Projected Recurring Expenditures								
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6*	Year 7*
Faculty & Instructional Staff								
Non-Instructional Staff								
Graduate Assistants		\$ 21,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000		
Accreditation								
Consultants								
Equipment								
Information Technology								
Library								
Marketing								
Facilities								
Travel								
Other								
Total Recurring Expenditures	\$0	\$21,000	\$42,000	\$42,000	\$42,000	\$42,000	\$0	\$0
Grand Total (One-Time and Recurring)	\$0	\$27,000	\$42,000	\$46,000	\$42,000	\$42,000	\$0	\$0
Projected Revenue								
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6*	Year 7*
Tuition*		\$94,576	\$189,152	\$200,974	\$212,796	\$224,618		
Grants								
Other								
Total Revenues	\$0	\$94,576	\$189,152	\$200,974	\$212,796	\$224,618	\$0	\$0
*Years 6 and 7 should only be included for doctoral programs								
*Base Tuition and Fees Rate		\$11,822	\$11,822	\$11,822	\$11,822	\$11,822		
No of total students per year		8	16	17	18	19		

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 14, 2025

ITEM: Approval of FY26 October Revised Budget

COMMITTEE: Finance and Administration

RECOMMENDED ACTION: Approve

PRESENTED BY: Christy Graham
Chief Financial Officer and
Vice President of Business and Finance

In compliance with Tennessee Code Annotated 49-8-203 (a) (10 (C), ETSU Budget Control Policy requires three budgets be prepared each year and submitted to the Board of Trustees for approval. The university prepares budgets for the one formula funded unit (Main Campus) and three non-formula units (College of Medicine, Family Medicine, and College of Pharmacy). The three budgets prepared each year are:

- 1) The proposed budget to fund the fiscal year beginning July 1;
- 2) The revised fall budget that is prepared after the fall enrollment cycle and financial statement preparation for the prior fiscal year; and
- 3) The estimated spring budget that is submitted at the same time as the proposed budget for the next fiscal year.

The Board will consider the October 2025 revisions to the 2025-26 budgets for the one formula funded unit and three specialized units. During the May 23, 2025, meeting, the Board of Trustees adopted the proposed 2025-26 budgets for the university. The proposed budgets for the fiscal year are based on the estimates for revenue and expenditures as of the time the budget is prepared. The fall enrollment and adjusted appropriation figures for revenue budgets have been received, along with adjustments from fiscal year-end closing that provides for the carryforward of budgets for operational expenses. Contained within the October 2025 revised budgets is a 2.3% salary enhancement, with a ceiling of \$7,500, for ETSU regular employees on the main campus, the Quillen College of Medicine and the Gatton College of Pharmacy. The details of the original and revised budgets are outlined in the following materials.

MOTION: I move that the Board of Trustees adopt the October revisions to the 2025-26 university budget.

RESOLVED: Upon the recommendation of the Finance and Administration Committee, the Board of Trustees approves the university's October revisions to the 2025-26 university budget.

FT Unrestricted and Auxiliary Positions	Original 25-26	October Revised	Increase (Decrease)
Faculty	716	715	-1
Administration	41	40	-1
Maint/Tech/Support	400	395	-5
Professional Support	601	600	-1
Sub Total	1758	1,750	-8
Auxiliaries	69	68	-1
Total	1827	1818	-9

Revenue	Actual 24-25 \$331,420,158.35	Original 25-26 \$330,461,610.00	October Revised \$338,366,640.00	Increase (Decrease) \$7,905,030.00	Addition of Carryforward	Total October Revised Budget \$338,366,640.00
Expenditures and Transfers						
Instruction	\$121,745,641.92	\$124,970,500.00	\$126,360,440.00	\$1,389,940.00	\$6,248,210.00	\$126,360,440.00
Research	7,023,039.31	7,979,000.00	8,288,780.00	309,780.00	6,523,910.00	8,288,780.00
Public Service	4,792,936.22	5,337,400.00	5,346,080.00	8,680.00	1,420,060.00	5,346,080.00
Academic Support	26,849,800.28	29,420,900.00	29,726,830.00	305,930.00	8,744,450.00	29,726,830.00
Student Services	34,375,444.59	33,545,700.00	34,238,010.00	692,310.00	1,049,040.00	34,238,010.00
Institutional Support	22,017,116.55	25,702,800.00	27,895,520.00	2,192,720.00	7,588,070.00	27,895,520.00
Facilities	21,717,014.47	25,873,000.00	25,829,860.00	(43,140.00)	245,740.00	25,829,860.00
Scholarships	26,342,901.91	28,754,800.00	29,089,920.00	335,120.00	17,000.00	29,089,920.00
Total before transfers	264,863,895.25	281,584,100.00	286,775,440.00	5,191,340.00	31,836,480.00	286,775,440.00
Debt Service	5,733,754.68	5,309,100.00	5,309,100.00	-		5,309,100.00
Non-Mandatory Transfers	11,376,646.85	4,915,700.00	7,142,820.00	2,227,120.00	3,244,910.00	7,142,820.00
Auxiliaries Exp & Tnfrs	36,541,318.11	38,416,300.00	39,411,400.00	995,100.00		39,411,400.00
Total	\$318,515,614.89	\$330,225,200.00	\$338,638,760.00	8,413,560.00	35,081,390.00	\$338,638,760.00

Quillen College of Medicine October Revised Budget

	Actual 24-25	Original 25-26	October Revised	Increase (Decrease)
Revenue	80,658,794.28	86,671,370.00	89,604,710.00	2,933,340.00
<u>Expenditures and Transfers</u>				
Instruction	64,485,305.63	61,250,680.00	61,322,860.11	72,180.00
Research	4,402,524.95	5,031,020.00	5,063,330.00	32,310.00
Academic Support	8,797,170.79	9,092,100.00	9,201,150.00	109,050.00
Student Services	3,550,820.60	4,080,590.00	4,082,540.00	1,950.00
Institutional Support	4,116,515.96	3,968,540.00	3,968,920.00	380.00
Facilities	5,376,723.91	7,537,310.00	7,648,320.00	111,010.00
Scholarships	260,000.00	260,000.00	260,000.00	
Total before transfers	90,989,061.84	91,220,240.00	91,547,120.00	326,880.00
Debt Service	98,664.29	106,900.00	106,900.00	-
Non-Mandatory Transfers	(847,582.34)	(4,525,770.00)	(4,525,770.00)	-
Total	90,240,143.79	86,801,370.00	87,128,250.00	326,880.00

FT Unrestricted Positions	Original 25-26	October Revised	Increase (Decrease)
Faculty	167	167	0
Administration	5	5	0
Maint/Tech/Support	102	102	0
Professional Support	112	112	0
Total	386	386	0

Family Medicine October Revised Budget

	Actual 24-25	Original 25-26	October Revised	Increase (Decrease)
<u>Revenue</u>	22,640,102	22,366,000	22,632,000	266,000
<u>Expenditures and Transfers</u>				
Instruction	16,817,241	16,233,670	17,717,770	1,484,100
Research	63,379	309,680	294,280	(15,400)
Public Service	50	-		
Academic Support	6,226,643	4,718,660	4,819,870	101,210
Institutional Support	1,371,055	1,805,590	1,827,500	21,910
Facilities	433,542	412,500	996,770	584,270
Total before transfers	24,911,910	23,480,100	25,656,190	2,176,090
Non-Mandatory Transfers		1,039,100	(5,925,970)	(6,965,070)
Total	24,911,910	24,519,200	19,730,220	(4,788,980)

<u>FT Unrestricted Positions</u>	Original 25-26	October Revised	Increase (Decrease)
Faculty	34	34	-
Administration	-	-	-
Maint/Tech/Support	52	52	-
Professional Support	30	30	-
Total	116	116	-

Gatton College of Pharmacy October Revised Budget

	Actual 24-25	Original 25-26	October Revised	Increase (Decrease)
Revenue	\$ 8,749,129	\$ 9,613,000	\$ 9,316,300	\$ 300
<u>Expenditures and Transfers</u>				
Instruction	\$ 4,051,367	\$ 3,977,100	\$ 4,000,200	\$ 23,100
Research	249,128	500,100	570,900	7,800
Public Service	536,149	507,500	685,900	178,400
Academic Support	1,995,324	2,276,100	2,282,900	6,800
Student Services	1,022,867	804,700	832,700	28,000
Institutional Support	565,982	556,900	563,200	6,300
Facilities	455,164	415,500	415,400	(100)
Scholarships	367,568	569,100	569,100	-
Total before transfers	9,243,550	9,607,000	9,857,300	250,300
Debt Service	675,352	672,400	661,000	(11,400)
Non-Mandatory Transfers	(155,536)	(666,400)	(1,588,660)	(922,300)
Total	\$ 9,763,367	\$ 9,613,000	\$ 8,929,700	\$ (683,300)

FT Unrestricted Positions	Original 25-26	October Revised	Increase (Decrease)
Faculty	30	30	-
Administration	1	1	-
Maint/Tech/Support	12	12	-
Professional Support	11	11	-
Total	54	54	-

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 14, 2025

ITEM: Action Item: Revisions to FY26 Audit Plan

COMMITTEE: Audit

RECOMMENDED ACTION: Approve

PRESENTED BY: Rebecca A. Lewis, CPA
Chief Audit Executive

Ms. Lewis will provide a listing of additions and deletions to the fiscal year 2025-2026 audit plan since the last meeting.

Additions

FWA 26-01 - Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

FWA 26-02 - Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

FWA 26-03 - Internal Audit received a possible fraud, waste, or abuse concern. This will be investigated by audit and/or assigned to the appropriate authority.

Deletions

WETS-FM for FY 2025 – Due to the loss of federal funding for the Corporation for Public Broadcast (CPB), the annual WETS-FM audit is no longer required.

Central Receiving and Facilities Management Inventory Special Request (Advisory Service) – After the request for Internal Audit services was made by a university department, the departments involved have decided to try and address the issues themselves.

MOTION: I move that the Audit Committee recommend adoption of the following resolution by the Board of Trustees:

RESOLVED: The revisions to the Audit Plan for 2025-26 are approved as presented in the meeting materials

EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 14, 2025

ITEM: Update on ETSU Strategic Agenda

PRESENTED BY: Dr. Brian Noland
President
Dr. Michael Hoff
Vice Provost, Planning and Decision Support

In 2022 the Board approved the vision derived from the ETSU Committee for 125 Chapter II, a vision to guide the university through 2036, and a revised strategic agenda to replace the 2016-2026 strategic plan.

Given the accelerated progress the university has made on the five-year and ten-year goals set forth in the 2022 strategic agenda, as well as changes in the higher education landscape, the ending of the Drive to 55 state attainment goal, and the development of a new strategic framework by the Tennessee Higher Education Commission, Drs. Noland and Hoff will provide an update on how these developments impact the university's strategic agenda and steps being taken to ensure we achieve the Board's vision.



EAST TENNESSEE STATE
UNIVERSITY

East Tennessee State University

Strategic Agenda Update
ETSU Board of Trustees November 2025

Overview

- Purpose of Higher Education
- Planning Timeline
- Strategic Agenda
- THEC Master Plan Process
- ETSU's Current Strategic Focus
- Success Review
- Future Disucssion
- Next Steps



Public Purpose of Higher Education

- **Access:** All students should have access to public post-secondary education
- **Affordability:** Federal, state, and institutional financial aid policies should promote affordable access to post-secondary education
- **Quality:** Students should have the highest quality educational system affordable to them
- **Public Service:** Institutions should provide services to local communities to support broad societal needs
- **Research and Economic Development:** Institutions should serve as the driver of the current economy and vehicle for expansion of the knowledge economy



ETSU Planning Timeline

2012 Committee for 125 Chapter I
2013 Tennessee Drive to 55 (started)
2016 ETSU 2016-2026 Strategic Plan Developed
2017 Inaugural Board of Trustees at ETSU
2017 ETSU 2026 Strategic Plan Adopted
2021 Committee for 125 Chapter II
2022 Board of Trustees Approved Strategic Vision to 2036
2024 ETSU Completes new Campus Master Plan
2025 Drive to 55 Goal Expires
2025 New THEC Planning Process Begins
2025 Strategic Enrollment Management Plan Developed
2025 ETSU Board of Trustees Expands to Twelve Members
2025 ETSU Updates to Strategic Agenda 2036
2030 ETSU Begins ETSU Committee for 125 Chapter III



ETSU Strategic Agenda 2026-2036

Access and Success

Expanding access to postsecondary opportunities and providing an environment where all student can thrive.

Community Stewardship

Serving the needs of the region by expanding community-engaged learning opportunities and increasing the institution's impact as a leader in the health sciences, particularly the field of rural health.

Fiscal Sustainability and Operational Excellence

Strategically utilizing institutional resources to create maximum results in pursuit of our institutional mission by expanding upon our strengths and eliminating lower-impact practices, programs, and initiatives.

Teaching Excellence

Providing excellent educational instruction and improving the quality of education throughout the state and region.

Empowered Employees

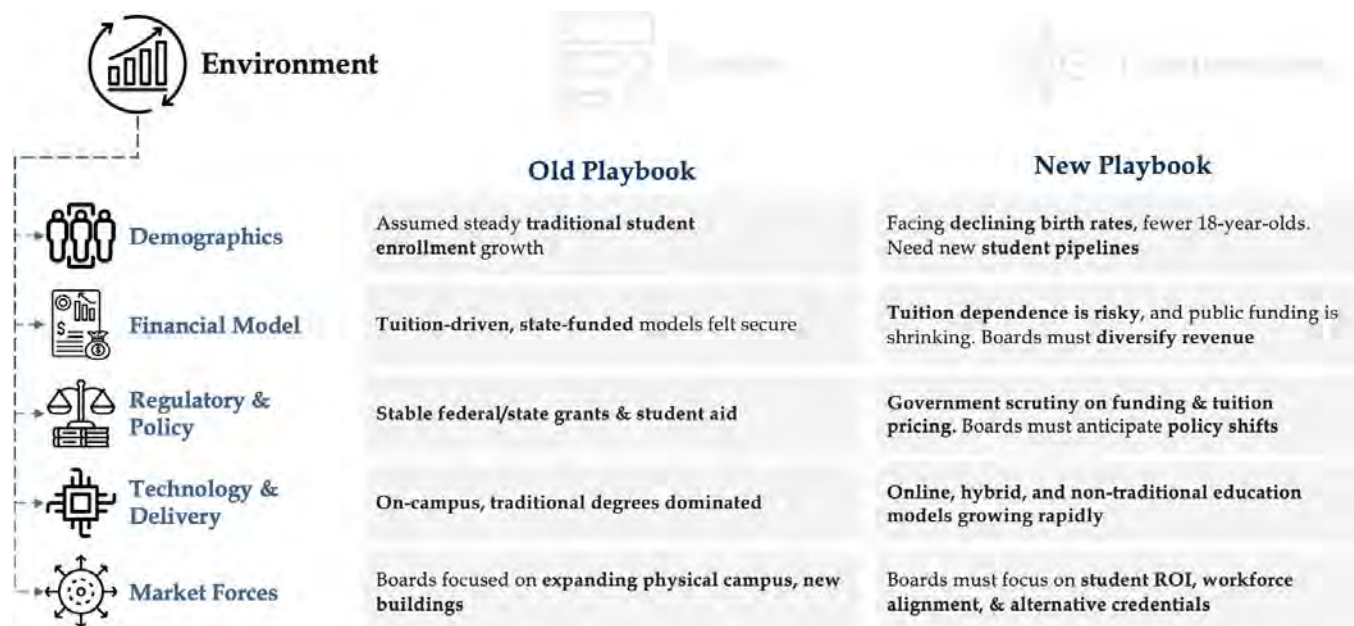
Honoring the university's commitment to shared governance and supporting the ongoing growth and well-being of faculty and staff.

Research and Innovation

Driving innovation and economic impact through workforce development, scholarship, and research.



RETHINKING THE GAME: HOW UNIVERSITIES MUST ADAPT TO A CHANGING HIGHER ED LANDSCAPE



Source: Dr. Paul N. Friga

THEC BOTR Convening | 2025

OUR CORNERSTONES FOR THE PLAN

ALIGNED

ACHIEVABLE

AGILE



Tennessee Higher
Education Commission

THEC BOTR Convening | 2025

AGILE



Improve the agility of the higher education system by fostering a coordinated, data-informed environment that proactively generates innovative approaches to evolving challenges.



Tennessee Higher
Education Commission

THEC BOTR Convening | 2025

ACHIEVABLE

ACCESSIBLE

AFFORDABLE

SUPPORTED

Make the higher education system achievable for all Tennesseans by making it accessible, affordable, and supported.



Tennessee Higher
Education Commission

THEC BOTR Convening | 2025

ALIGNED

Efficient and
Effective

CONTINUOUS

MEANINGFUL

Strengthen alignment within the higher education enterprise and across the education to workforce continuum to maximize efficiency, continuity, and meaning for Tennesseans.



Tennessee Higher
Education Commission

THEC BOTR Convening | 2025



Access and Success

- Brand Development
- Strategic Enrollment Plan
- Wraparound Advising
- Updating the Academic Portfolio
- Housing Transformation





Teaching Excellence

- QEP: Community-Engaged Learning
- SACSCOC and Discipline Specific Accreditation
- Updating the Academic Portfolio
- Facilities Master Plan





Empowered Employees

- Salary Enhancements
- Training and Professional Development
- Voyager





Research and Innovation

- Research Strategic Plan
- Enhanced Research Administration
- Updating the Academic Portfolio
- ETSU Research Corporation





Community Stewardship

- QEP: Community Engaged Learning
- Integrated Academic Health Science Center
- ETSU Research Corporation
- Brand Development
- GEAR UP





Fiscal Sustainability and Operational Excellence

- Budget Model Update
- Salary Enhancements
- Facilities Master Plan
- Strategic Enrollment Plan
- Voyager



Performance Across Strategic Indicators

Key Performance Indicator	2017	2025
First-time Freshmen	2,050	2,284
Retention Rate	73%	76%
Graduation Rate	41%	55%
Campus Residents	2,814	3,365
Sponsored Awards	\$42.5 Million	\$71.1 Million
Great Colleges To Work For	66%	72%
Composite Financial Index	2.57	4.58
University Reserves	8.2% of E&G (\$18.8m)	12.2% of E&G (\$38m)
Faculty and Staff Salaries	Average Salary Increase 2.3%	Average Salary Increase 3%+



Progress Toward Strategic Initiatives: 1-5 Year Goals

Timeline	Objective	Results
Years 1-5	Launch a comprehensive student support center	
Years 1-5	Enhance bridge programs for incoming students	✓
Years 1-5	Implement leadership initiatives that close achievement gaps	✓
Years 1-5	Implement an enhanced budget process	✓
Years 1-5	Develop a revised peer group comprised of realistic and aspirational institutions	✓
Years 1-5	Implement academic department chair training	✓
Years 1-5	Obtain membership in the Association of Public & Land-Grant Universities	✓
Years 1-5	Brown Hall renovation (Phase I)	✓
Years 1-5	Academic Building Construction	✓
Years 1-5	College of Business and Technology updates	
Years 1-5	Dedicated marching band space	
Years 1-5	Planning process for football stadium expansion	
Years 1-5	ETSU Health Facility	
Years 1-5	Lamb Hall renovation	✓
Years 1-5	Planning process for Warf-Pickel renovations	
Years 1-5	Complete the 2024-2034 Facilities Master Plan	✓
Years 1-5	Create innovative programs in health sciences, business and technology, and Arts & Sciences	✓
Years 1-5	Expand presence in downtown Kingsport and open new off-campus locations	
Years 1-5	Enhance Valleybrook to enable innovation in key research and educational areas	✓
Years 1-5	Through implementation of the Quality Enhancement Plan create a Center for Community Engagement	✓
Years 1-5	Enhance the general education curriculum	✓
Years 1-5	Continue to expand degree pathways for military veterans, dependents, ROTC Cadets, and active-duty service members	



Progress Toward Strategic Initiatives: 5-10 Year Goals

Timeline	Objective	Results
Years 5-10	Expand and revitalize Continuing Education, offering opportunities in Johnson City and at Allandale/downtown Kingsport sites	
Years 5-10	Launch a competency-based education program targeted toward the needs of adults across the region	
Years 5-10	Double the number of online undergraduate programs and grow enrollment in online programs	
Years 5-10	Undertake review of campus branding	✓
Years 5-10	Improve faculty and staff salaries to a level equivalent to the peer average by year five	
Years 5-10	Double the volume of externally sponsored research activity	✓
Years 5-10	Be recognized as a "Great College to Work For"	✓
Years 5-10	Improve retention rates for Pell-eligible students, etc. to 85%	
Years 5-10	Improve graduation rates for Pell-eligible students, etc. to 60%	
Years 5-10	Ensure 90% of students participate in an internship or other real-world experiences	
Years 5-10	Expand Access ETSU	✓
Years 5-10	Develop multiple pre-college academies for middle-high school students	
Years 5-10	Double the number of adaptive learning classroom spaces in each building	
Years 5-10	Make at least five cluster hires in existing or potential growth areas of research and broader scholarship, particularly focused on health sciences	
Years 5-10	Maintain and expand current funding levels from NIH and increase research expenditures derived from federal agencies other than NIH (National Sciences Foundation, USDA, etc.)	✓
Years 5-10	Establish at least three fixed-term endowed chairs of excellence in identified strength or growth areas of scholarship	
Years 5-10	Begin construction or renovation of a new residence hall	✓
Years 5-10	Create five new interdisciplinary programs	
Years 5-10	Develop co-curriculum for "soft skills" (e.g. teamwork, communication, leadership, etc.) that can be documented on an experiential or co-curricular transcript and via badges	
Years 5-10	Partner with a local high school with a high-risk population to develop the first cooperative high school opportunity in our region to provide a seamless transition from high school to college	
Years 5-10	Increase research access to Little Bucs and University School students	
Years 5-10	Enhance Sherrod Library to become the key academic collaboration space for ETSU	✓
Years 5-10	Update Alexander Hall (University School)	



ETSU Board of Trustees Areas of Focus

- Diversify Academic Portfolio
 - Create innovative programs in health sciences, business & technology, and arts & sciences
- Enhance Salaries
- Enhance Student Success
 - With a focus on post-graduation outcomes
- Enhance Access/Pre-college programs
- Enhance Research/Economic Development
- Integrated Academic Health Center
- Enhance housing options on or near campus for students and faculty.
 - Explore public private partnerships
- Fiscal Sustainability



Next Steps

- Continue to implement the university's strategic agenda and provide regular updates to the board
- Accelerate investments in the student enrollment management plan initiatives
- Monitor the Tennessee Higher Education Commission Master Plan process and update the Board as progress develops, ensuring our plan aligns
- Through 2025-26 engage the board in a series of strategic discussions regarding:
 - Enrollment
 - Research
 - Academic Portfolio
 - Facilities



Discussion

Dr. Brian Noland
President

Dr. Michael Hoff
Vice Provost



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 14, 2025

ITEM: Housing and Residence Life Master Plan Update

PRESENTED BY: Jeremy Ross
Vice President for Administration & COO

Richard Swearingen
Executive Director of Housing and Residence Life

Given the sustained demand for students to live on campus, staff is working to develop alternatives for the construction and renovation of campus facilities to enhance the number of students residing on-campus. Staff will provide an update of historical Housing trends and statewide comparisons. Staff will highlight the university's Facilities Master Plan and discuss Housing opportunities and other items for the Board's consideration.

Housing and Residence Life Master Plan Update

***East Tennessee State University
Board of Trustees
November 14, 2025***



**EAST TENNESSEE STATE
UNIVERSITY**

Housing and Residence Life

Summary

A combination of new residence hall beds and renovation are needed to meet current and projected housing capacity.

- ETSU has experienced exponential growth in demand from students who want to live on campus.
- In Fall 23, Wachalski Advisors analysis resulted in the need for an additional 275 - 300 beds to meet current demand & projected enrollment.
- Freshman class growth has already exceeded 2032 projections.
- Interim renovations have been completed to meet current housing demand
- Renovations are underway to add capacity and modernize existing residence halls
- An additional dining facility will be necessary to serve the growing campus community

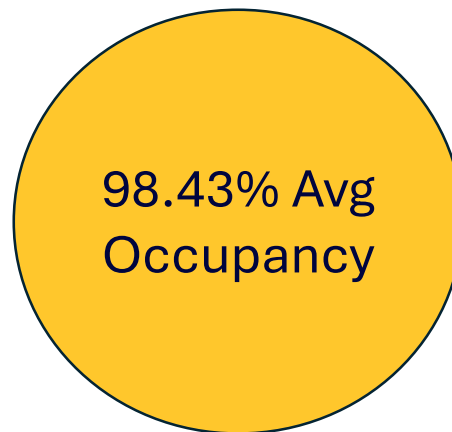
ETSU On-Campus Housing			
	Total Beds	Occupancy	Occupancy Rate
Fall 2016	3021	2771	91.72%
Fall 2017	3015	2961	98.21%
Fall 2018	3015	2776	92.07%
Fall 2019	2935	2606	88.79%
Fall 2020	2849	1753	61.53%
Fall 2021	2849	2547	89.40%
Fall 2022	3026	2962	97.88%
Fall 2023	3064	3107	101.40%
Fall 2024	3375	3274	97.01%
Fall 2025	3363	3368	100.15%

Increased housing capacity by 18% since 2020
On campus residents increased by 92% since 2020



Off-Campus Housing Market

(reporting properties within 5 miles)



On Campus Comparison

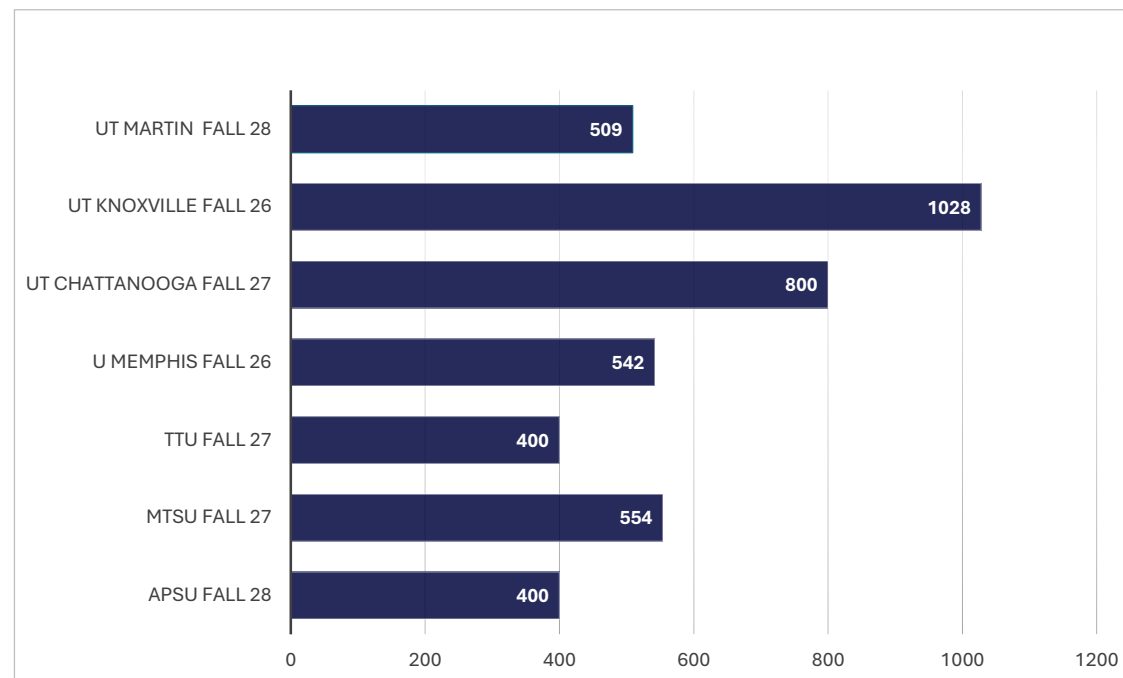


Traditional /
Suite-Style
\$696

Efficiency /
Hotel Style
\$780

Efficiency /
Full Apart.
\$963

New Construction and Renovation Tennessee Schools





UT – Chattanooga



UT - Knoxville

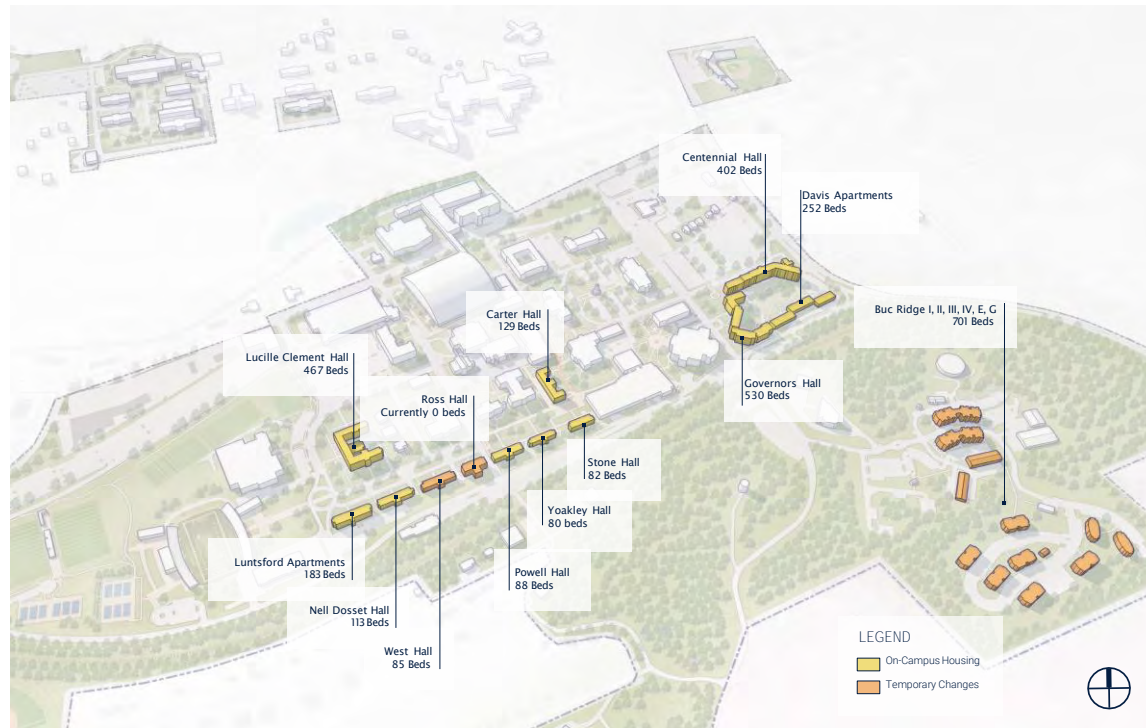


Middle Tennessee State



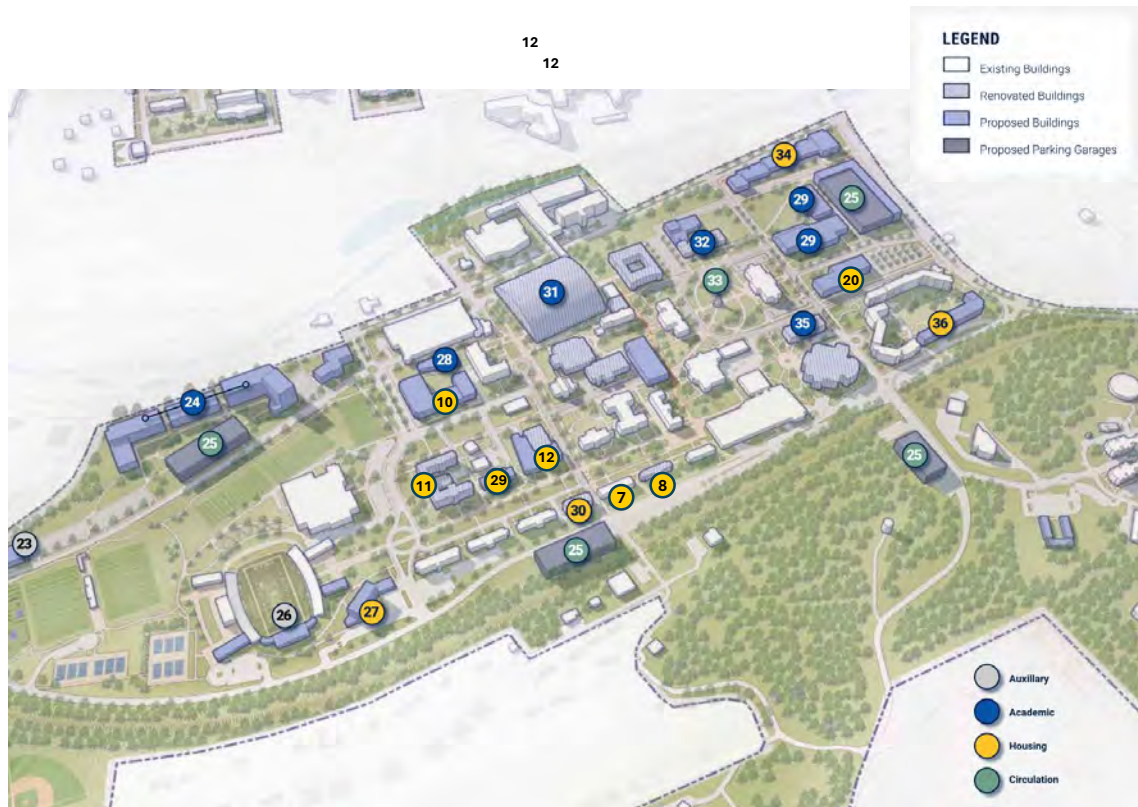
Tennessee Tech

HOUSING SUMMARY



HOUSING OPTIONS

- 7 Powell Hall Renovation
- 8 Yoakley Hall Conversion
- 10 New Academic / Housing Option
- 11 Lucille Clement Renovation
- 12 Wilson Wallis Renovation / Housing Option
- 20 New Academic / Housing Option
- 27 New Housing Option
- 29 Ada Earnest Replacement
- 30 Ross Hall Renovation
- 34 Mixed Use and Graduate Housing (P3)
- 36 Davis Apartments Demolition and Replacement



EAST TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 14, 2025

ITEM: BucHouse Student Agency Overview

PRESENTED BY: Dr. Tony Pittarese
Dean, College of Business & Technology

Dr. Melanie Richards
Director, ETSU School of Marketing & Media

Faculty and students will provide an overview of BucHouse Student Agency, an experiential learning initiative within the School of Marketing and Media. BucHouse brings together students and faculty mentors from the Departments of Marketing, Digital Media, and Media & Communication to deliver comprehensive marketing and media solutions for real campus and community clients while fostering interdisciplinary collaboration and workforce readiness. Through paid opportunities, students manage projects from concept through completion under faculty mentorship, providing services such as marketing strategy, public relations, multimedia production, social media management, and audience analytics. Future goals include expanding agency services, strengthening regional partnerships, pursuing community-engaged learning certification, and establishing a physical presence in downtown Johnson City.

ETSU SCHOOL OF MARKETING & MEDIA

BUC HOUSE

PREPARED BY:
DR. Melanie Richards
Director, ETSU School
of Marketing & Media



School Mission:

The School of Marketing and Media brings together the disciplines of **Marketing**, **Digital Media**, and **Media and Communication** to foster interdisciplinary learning and collaboration, addressing regional and global workforce needs while preparing students to lead in an evolving marketplace.

25-26 School Goals:

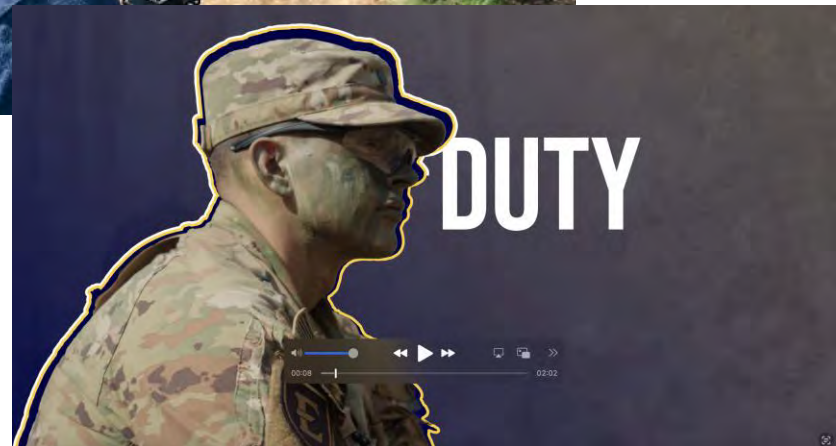
1. Grow Interdisciplinary Initiatives
2. Promote Faculty Collaboration
3. Expand Industry Partnerships
4. Explore Interdisciplinary Curriculum Opportunities
5. Enhance Technology Access
6. Strengthen Student Support
7. Continue to Raise School Visibility

BucHouse Student Agency

BucHouse develops and delivers comprehensive **marketing and media solutions for real-world clients**. Under faculty mentorship, students work as a collaborative team to provide a broad range of paid services:

- marketing strategy
- public relations
- audience research and analytics
- campaign development
- multimedia and video production
- animation
- video effects and visualization
- social media content creation and management
- tactical execution of integrated marketing communications

ETSU Army ROTC



Example Clients

ETSU Strong Brain Institute/Healthy Workplaces

Deliverables: Short-form testimonial video for ETSU SBI placement and promotion across digital channels.

ETSU Roan Scholars

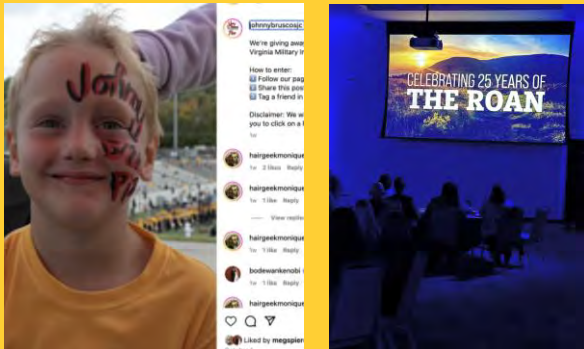
Deliverables: Short-form promotional video for website placement and a long-form film celebrating and promoting the Roan Scholars program's impacts since its launch.

ETSU UMC x Niche

Goal: Increase Positive Reviews via Social Media, Digital, and Direct Marketing

Johnny Brusco's Pizza

Goal: Increase Brand Engagement and Visits/Purchases via Social Media



ONBOARDING + PROJECT MANAGEMENT

01



PROJECT BRIEF

Project briefs are discussed and created in partnership with clients and the Faculty agency lead.

02



SOW + BUDGET

A faculty project manager is recruited. A proposal from the project brief is then developed in tandem by the Faculty agency lead and Faculty project manager and pitched to the client.

03



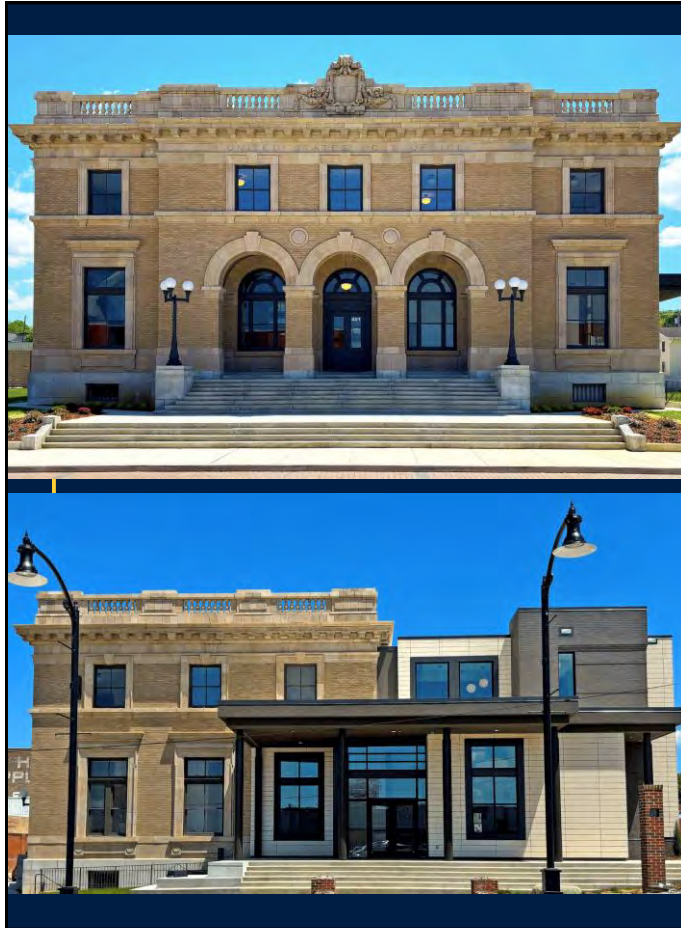
CONTRACT + HIRING

Upon approval, a contract is initiated and signed, while student teams are on-boarded.

Example Upcoming Projects

Now – Summer 2026

- ETSU Bill Gatton College of Pharmacy
 - Social Media Content
- Strong ACC Achievable Futures Workforce Pathways Project
 - Website and Video Storytelling
- Strong ACC Family Education and Support Workgroup
 - Website and Video Storytelling
- Women's Voter League of East Tennessee
 - Integrated Marketing Communications Campaign Implementation



BucHouse Next Steps:

- Agency services extension
(Event Marketing/Management)
- Increased Community Partnerships
- Community Engaged Learning certification
- Establish physical presence in
community @ Ashe St Courthouse

But Don't Take it
From Me...

BucHouse Student Spotlights

Emma Ayala
Sophomore,
Marketing



Carter Newton
Junior,
Media & Communication



ETSU SCHOOL OF MARKETING & MEDIA

An overhead photograph of four students sitting around a light-colored table, studying. They are looking at various books and notebooks. One student is using a smartphone. The text 'KEEP CONNECTED WITH US' is overlaid in large white letters on the left side of the image.

**KEEP CONNECTED
WITH US**



PHONE:
423-439-7576



EMAIL:
richardsmb@etsu.edu



ADDRESS:
Sam Wilson Hall, ETSU



WEBSITE:
www.etsu.edu/cbat/marketing-media